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PERSONNEL QUESTIONS

Views of the staff representatives of the United Nations Secretariat

Note by the Secretary-General

The Secretary-General transmits herewith for consideration by the Fifth Committee a document submitted by the staff unions and associations of the United Nations Secretariat. This document is presented pursuant to the provisions of paragraph 2 (a) of General Assembly resolution 35/213 of 17 December 1980, whereby the Assembly reiterated its readiness "to receive and consider fully the views of the staff as set out by a single recognized representative of the staff of the United Nations Secretariat in a document submitted through the Secretary-General under the agenda item 'Personnel questions'".

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Annex

VIEWS OF THE STAFF REPRESENTATIVES OF THE UNITED NATIONS SECRETARIAT

INTRODUCTION

1. The past year has been a momentous one for the United Nations and its staff. While concluding a difficult period of retrenchment and staff reductions, staff members were at the same time called upon by Member States to undertake increasingly complex and demanding assignments. These assignments have stretched staff resources to the limits.

2. The successful completion of the operations in Namibia and Nicaragua are only two examples of what the staff is capable of achieving when properly motivated and managed. These operations stand as a tribute to the dedicated men and women of the Secretariat, both those who served in the field and those who stayed at Headquarters to do double duty in the absence of their colleagues. Despite these achievements, there was a growing sense of frustration among the General Service staff. In New York, for example, the faulty conduct of the salary survey brought to light widespread feelings of dissatisfaction and discrimination among General Service staff regarding lack of equitable treatment.

3. At various duty stations restrictions on career progression and limited promotion prospects created considerable resentment among locally recruited staff. Hence, serious consideration must be given to the true role being played by locally recruited staff in the work of the Organization and recognition must be given to this role. Artificial barriers to career advancement for such staff must be eliminated, along with value-laden terminology (such as "Professional" and "General Service"), which generates prejudices about the relative worth of an individual's contribution to the work of the Organization. These are artificial categories that should be abolished in favour of more generic and general descriptions that do not carry unwarranted connotations.

4. The lack of a comprehensive career development plan and the continued existence of the vacancy management system was a source of concern to many staff members during the past year. As noted in the previous report (A/C.5/44/21, annex), it was understood that vacancy management was a temporary measure imposed during the period of the retrenchment exercise and would be phased out when that exercise was completed. To date, this has not been the case. Moreover, exceptions to the vacancy management procedures have been the rule, to the point where the credibility of the entire vacancy management system is in doubt. Consequently, many staff members have insisted on a return to the system of annual promotion reviews and registers, as established in staff rule 104.14.

5. As for Professional salaries, which have yet to recover from the loss in purchasing power sustained during the 1985-1988 freeze, a new freeze may be started in 1991 and could last two or three years. Unless the General Assembly decides to change its approach to margin management, remuneration of United Nations Professionals will continue to lag behind cost-of-living increases, with all the

negative consequences this has on staff morale and the functioning of the Organization.

6. Staff have watched with keen interest developments regarding the secondment issue and were alarmed by some of the emerging revelations in this area. As there are efforts by some Member States to liberalize their secondment practices to allow more career appointments, serving staff of these countries are caught in a time warp as policies go through this transitional phase. The staff representatives have urged the Secretary-General to grant transitional appointments to staff currently on board while new policies are developed. It is urgent, however, for the General Assembly to give impetus to these changes and to ensure that a true career system is in place that applies to all staff regardless of nationality.

7. As these changes take place, all restrictions on the travel of United Nations staff members should be lifted. There is no justification to single out staff members of particular nationalities and restrict their freedom of movement as they seek to become fully integrated into the international civil service.

8. Above all, we must remember those United Nations staff members who are imprisoned by Member States without due process and without regard for international law. The staff representatives call upon the General Assembly to take effective action against those States that continue to violate the privileges and immunities of international civil servants.

9. The staff representatives renew the call made last year for the creation of a new administrative culture within the Organization. What this means is that the internal system of values must be changed along with the methods of doing business for the past 45 years. Outside political interference in appointments and promotions must be ended. Personnel decisions should be based totally on objective criteria of efficiency and performance. There must be created an internal environment where staff are challenged by their assignments, where they are given latitude to work independently and to express their own potential and worth. The spirit should be one of support and encouragement.

10. The United Nations is embarking upon a new phase in its history and it is essential that the internal system of values is suited to the greatly expanded role the staff will be called upon to play.

I. SECURITY AND INDEPENDENCE OF THE INTERNATIONAL CIVIL SERVICE

A. Background

11. For more than a decade now, the staff of the United Nations has brought to the attention of Member States at meetings of the General Assembly the continuing violations of the Charter of the United Nations, the Universal Declaration of Human Rights and other legal instruments for the protection of the privileges and immunities of international civil servants. Despite these reminders and pleas to Member States, the illegal detention, imprisonment and abduction of United Nations staff members has not stopped. It has, in fact, increased in recent years. Assembly action consists in the reiteration of the same resolutions year after year

with no real teeth being added that might have a genuine impact. What is needed is a guarantee from each Government to respect the security and independence of all United Nations staff members. In those countries where violations currently exist, the staff representatives urge that action be taken along the lines proposed by the Administrative Committee on Co-ordination (ACC) in 1987 (ACC/1987/DEC.16-27, decision 1987/20) when it approved the insertion of a new paragraph in the Security Handbook, which would state:

> "In the event that a case of arrest or detention of an official of an organization of the United Nations system constitutes a clear violation of the privileges and immunities of the official concerned and, at the same time, the employing organization has not been able to fulfil its obligations towards the official, the heads of organizations with programmes in the country concerned shall be requested by the Secretary-General of the United Nations to suspend all operations, other than those of a purely humanitarian nature, and to cancel future missions until the situation is resolved."

12. The time for business as usual has long passed, and the staff representatives request urgent action by the General Assembly to end all forms of interference in the work and functioning of the Secretariat, including secondment practices, the turning over of staff salaries to Governments and the illegal detention of United Nations employees.

13. Despite repeated interventions by the staff representatives on this subject, not even a reasonable request that a medical team be established to determine the physical health and condition of detained colleagues has met with General Assembly approval and support. This despite the fact that they have verified reports of the torture and mistreatment of staff members while under governmental detention. These are abuses that cry out for correction. The staff representatives trust that the General Assembly is prepared to take meaningful action that will protect United Nations staff in the performance of their duties.

14. At the same time, the staff welcomes action taken by the Commission on Human Rights and its Sub-Commission on Prevention of Discrimination and Protection of Minorities, which have repeatedly expressed their concern about the human rights of staff members.

15. Only if the General Assembly is prepared to take positive steps against those who violate the rights of United Nations staff can there be any reduction in the number and severity of these violations.

B. Arrest and detention of United Nations staff

16. The staff has requested the Secretary-General to strengthen his Task Force on the Independence and Security of the International Civil Service through the appointment of a high-level chairman. The Task Force has not had the impact that it should have had in monitoring and following up on all cases of arrest and detention. The reporting of such cases by the administration is lax and unresponsive. A list of names of all staff members who have been deprived of

their fundamental rights by various Member States is set out in the appendix to the present report. Particular attention is drawn to those being held captive in the Middle East. The list is long and keeps growing every year.

17. The staff representatives have made repeated requests for the establishment of a United Nations medical team that would periodically visit all United Nations staff being held under any form of detention. The costs of establishing such a team should be minimal.

C. Secondment practices

18. Staff members from certain countries have been appointed over the years under a system of secondment and rotation that violates the basic principles of an independent international civil service as established in the Charter of the United Nations. Secondment has been the only means of recruitment from such countries in contravention of Staff Rules and Regulations and the Charter itself. These practices have included the forced payment to certain Governments by seconded staff members of a large portion of their salary in violation of the concept of equal pay for equal work.

19. The operations of this secondment system have been tested before the United Nations Administrative Tribunal in the most recent and significant case of three staff members who were denied extension of their fixed-term appointments after five years of continuous good service as verbatim reporters. On 25 May 1990, the Tribunal adopted a crucial decision (judgement No. 482) making the following key points:

(a) The conditions established in order for a staff member to be on secondment were not met in these cases. Indeed, "the Applicants' situation was not, in fact, defined in writing by the competent authorities in documents specifying the conditions and particularly the duration of the secondment'." (Administrative Tribunal judgement No. 482, para. XXIII). In essence the staff members were not truly on secondment as defined in previous judgements of the Tribunal;

(b) The Secretary-General cannot legally invoke a decision of a Government to justify his own action with regard to the employment of a staff member;

(c) The decision not to renew the staff members' contracts was tainted by considerations unrelated to the interests of the Organization and was inconsistent with Article 100 of the Charter;

(d) The Secretary-General cannot legally take a decision that is contrary to the Charter, particularly Articles 100 and 101, or the provisions of the Staff Rules and Regulations;

(e) The Tribunal noted that if the Secretary-General were to take into account mission views in making personnel decisions, he would fail in his obligations under the Charter, the Staff Rules and Regulations and General Assembly resolutions 37/126 of 17 December 1982 and 38/232 of 20 December 1983.

(f) The Tribunal found that the decision to deny the applicants their request for career appointments exceeded the limits of the Secretary-General's discretionary power. The decision was based on considerations that are unrelated to the interests of the Organization, was factually wrong or inaccurate and specious.

20. As a result of the above considerations the Tribunal ordered the reinstatement of the three affected staff members and the Secretary-General took that action.

21. The case has larger ramifications, however, because there are many other staff members who are affected and who fall in the exact same category as these three staff members. There are many other colleagues who still do not enjoy the freedom of employment and career contracts afforded by Articles 100 and 101 of the Charter. These staff members are also still subject to demands by their Governments to turn over their salaries without reimbursement.

22. Staff representatives have called upon the Secretary-General to end forthwith these secondment practices and to grant career appointments to all staff, regardless of nationality, who are entitled to them under the existing provisions of the Staff Rules and Regulations and the relevant decisions of the General Assembly. It is hoped that the Assembly will support that request since it conforms to decisions previously taken by this body.

23. The practice of secondment also has negative financial implications for the Organization. Through the system of rotation practised by certain Member States, staff are routinely replaced every three to five years. Consequently, the cost of installation, training and then repatriation of each new employee must be met by the Organization on a continuous basis.

D. Forced salary payments to Governments

24. Aside from national taxes, the confiscation of any part of a staff member's salary by his or her Government is illegal and in contravention of internationally accepted legal instruments, including General Assembly resolution 13 (I) of 13 February 1946, and the Convention on the Privileges and Immunities of the United Nations. It also violates the principle of equal pay for equal work. The problem of enforced payments to Governments by nationals of a country employed at the United Nations under secondment is a longstanding one. Only recently, however, have the staff representatives obtained documentary evidence of this illegal practice, and it is only recently that some staff from these countries have refused to co-operate with this illegal system. If it is claimed that such payments are a form of taxation, then staff members who have been involuntarily subject to this type of enforced payment should be reimbursed out of the tax equalization fund. One of the reasons the system of staff assessment was introduced was to ensure that staff of certain nationalities would not be put at a disadvantage because of national taxation policies.

E. Unjustified travel restrictions

25. Several countries have in the past or currently imposed travel restrictions on United Nations staff members. In some cases, these travel restrictions are imposed for the safety of the staff members concerned and are applied to all United Nations staff posted to the country without regard to their nationality. There are other countries that impose travel restrictions selectively on United Nations staff members of certain nationalities. Such restrictions are in violation of the Charter and the respective headquarters agreements.

26. Since 1985, the host country for United Nations Headquarters has imposed restrictions on the private travel of staff members of 17 different countries. Such selective and arbitrary regulation of private travel of United Nations staff is unjust and discriminatory. Such restrictions, which apply mainly to United Nations staff members from Socialist countries, is particularly anachronistic in the light of recent world developments and the end of the "cold war" period. The General Assembly should call for an immediate end to all such travel restrictions which are incompatible with the obligations of the host country under the Headquarters Agreement and the Convention on the Privileges and Immunities of the United Nations.

27. Many staff members who have long resided in the host country have been adversely affected by such restrictions. Their fundamental right to freedom of travel is violated and their chances of obtaining desirable, affordable housing are considerably reduced. The G-4 visas of such staff members are being stamped: "Travel is restricted to 25-mile radius of Columbus Circle, New York City, N.Y.", which naturally arouses suspicion about them and has a negative impact upon their families. The staff representatives call upon the host Government to rescind the onerous and totally unnecessary travel restrictions imposed on United Nations staff members.

F. Supplementary payments

28. Staff rule 101.9 (a) and (b) states that, "No staff member shall accept any ... remuneration from an external source without first obtaining the approval of the Secretary-General. ... Approval shall not be granted if the ... remuneration is from a Government ...".

29. It is clear that none of the relevant bodies is prepared to recommend concrete administrative action against staff members who violate the above rule and accept payments from their Governments. This is so because these payments are being made to a large extent to the highest-echelon staff, those with political influence and support from their Governments. This is another clear example of the egregious double standard in the administration of justice in the United Nations.

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G. Recommendations

30. The General Assembly is urged to incorporate the following provisions in its resolution for the forty-fifth session:

(a) With regard to security:

(i) All United Nations staff members illegally detained by Member States and other groups should be immediately released;

(ii) Member States should report promptly and fully to the United Nations any cases of staff members being arrested and detained so as to ensure that the staff member's and the Organization's fundamental rights are upheld;

(iii) The Secretary-General should be requested to establish immediately a United Nations medical team to visit and to evaluate medically each and every staff member under any form of detention;

(iv) Measures should be taken in relation to Member States that violate the rights of United Nations staff members as proposed by ACC, namely, "to suspend all operations, other than those of a purely humanitarian nature", while such violations persist;

(b) With regard to independence:

(i) There should be an immediate end to all abusive secondment practices and the granting of career appointments to all staff who, by years of service and good performance, are entitled to them regardless of nationality or previous contractual arrangements;

(ii) There should be an immediate end to all compulsory withholding of staff salaries by Member States and the reimbursement to the staff members concerned of any monies previously paid;

(iii) All unjustified travel restrictions should be lifted immediately;

(iv) United Nations staff members released from detention should be reintegrated promptly in the Organization.

II. STAFF-MANAGEMENT RELATIONS

A. Current framework of staff-management relations

31. The staff unions and associations of the Secretariat have inherent difficulties in making effective inputs into the decision-making process and properly representing staff for the following reasons:

(a) Staff representatives are mainly volunteers who, in most cases, have to combine staff representational activities with regular duties;

(b) Staff representatives are elected and often change annually. There is thus little continuity in relation to management, which is more stable over time;

(c) The administrative culture within the Organization neither values nor encourages staff representation. In many cases staff members are discouraged from participating in representational activities because their careers could be damaged;

(d) There is no ready hearing of staff views. Although the current staff rules call for "effective participation", there is no precise definition of what that means in practical terms;

(e) The range of facilities available to staff representatives is very limited in relation to the constituency served. Even at the largest duty stations, there are not enough staff resources to deal with the increasing complexity of the issues faced and the number of problems brought to the staff representatives by the staff;

(f) The staff elected bodies are "company unions" working within the limits established by the General Assembly under the Staff Rules and Regulations. There is no right of negotiation, arbitration or mediation of disputes when staff and management do not agree.

B. System of negotiations

32. In order to reduce the amount of time and effort that goes into the consultation process which is often out of proportion to the results achieved, it is proposed that a genuine system of negotiations be instituted where the parties are expected to reach agreement on important subjects. Such a negotiating system might consist of the following:

(a) A negotiating body, composed of equal numbers of staff and employer representatives, to be responsible for reaching agreements on policies and principles both at the local and the Secretariat-wide level;

(b) All parties interested in a potential topic for negotiation should agree in advance on the manner in which negotiations would be carried out;

(c) The representatives of management and staff should form a joint body for the purposes of negotiation and should be mandated to negotiate in good faith with the purpose of arriving at binding agreements;

(d) The outcome of the negotiating process should be a written agreement between the parties. Either side could utilize fact-finding bodies such as the International Civil Service Commission (ICSC) to provide the technical basis for negotiation. Some agreements might have to be ratified subsequently by the General Assembly;

(e) Where agreement could not be reached and there was a deadlock, either side might request binding arbitration by an arbitration panel set up for that purpose. The arbitration panel would consist of three persons, one designated by the administration, one designated by the staff and a chairman jointly agreed upon by staff and management.

33. Much can be done to improve the entire panorama of staff-management relations within the Secretariat to make staff inputs more effective and to ensure that the participation of the staff is not just a pro forma exercise.

III. CAREER DEVELOPMENT, VACANCY MANAGEMENT AND PROMOTION POLICY

A. Career development plan and promotion policy

34. In its resolution 44/185 A of 19 December 1989, the General Assembly, called upon the Secretary-General to "complete his efforts towards the development of a comprehensive career development plan for all staff that allows for fair and transparent post-bidding throughout the Secretariat by integrating the vacancy management programme, ensures adequate, equitable and transparent promotion procedures and recognizes merit through a rational performance evaluation and reporting system".

35. The General Assembly, quite correctly, placed its emphasis on the development of a "comprehensive career development plan", but little or nothing has been done even to outline what the key elements of such a plan for Professional staff might include. The main focus of the administration's efforts has been on making vacancy management more palatable to the staff without any fundamental alteration of its basic concepts or the manner in which it has operated. Some important steps, however, were taken to prepare a career development plan for the General Service and related categories in New York. The outline of this scheme was announced in 1986, but no action was ever taken by the administration to implement the provisions of that plan. Impetus should be given to make this plan operational.

B. Preservation of staff rule 104.14

36. The immediate key staff objective is the preservation of staff rule 104.14, for all categories, particularly as it relates to the annual promotion review and the establishment of promotion registers (subpara. (f) (iii)). Suggestions were made by the administration to replace this provision by making reference to vacancy management. The staff representatives wish to make clear that vacancy management was a temporary measure introduced during the period of retrenchment. Now that this period is over, it is time to return to the traditional promotion reviews as established under staff rule 104.14.

C. Training

37. The United Nations recruits well-educated and highly motivated staff, but then does little to assist them in maintaining their technical and professional skills at an appropriately high level. The amount of financial and staff resources devoted to training and the upgrading of skills remains negligible. A large proportion of the resources presently allocated goes to language training, while professional enhancement in such fields as management, finance, budgeting and other technical areas is done on an ad hoc basis. The United Nations can make better use of its own staff by establishing systematic and effective training programmes. Such training must be part of a continuing process of evaluating both managerial and staff needs. The staff representatives call upon the General Assembly to allocate more financial resources for training programmes and suggest the establishment of a joint body that would evaluate training needs and training programmes system-wide.

38. Training is also needed to ensure equal opportunities for all those within the General Service category who sit for the competitive examination. Only a small number of vacancies in the Professional category are available for the promotion of staff from the General Service category. This has become more acute since the post reduction exercise. Additionally, the alignment of the internal and external examinations tilts the examination heavily in favour of those candidates who hold degrees. To do justice to the large number of staff who sit for this examination, the staff representatives call for the establishment of a well co-ordinated formal training programme that could usefully prepare candidates for the examination.

IV. UNIFIED PERSONNEL STRUCTURE

39. It was not the original intention of the 1949 Committee of Experts to introduce such a rigid barrier between the categories of staff as the current separation entails. With the introduction of the G-to-P examination and vacancy management, the two categories have become virtually water-tight compartments. This lack of career prospects and advancement is simply unacceptable to the vast majority of affected staff. This was reflected in a staff resolution adopted earlier in 1990 which called for an end to the United Nations system of apartheid with the removal of all institutional, artificial and detrimental barriers to the attainment of one efficient and effective category of international civil service with common benefits and allowances. This would include changing the present category nomenclature to a neutral non-valuative one which encompassed all staff. It was stated that all staff members were international civil servants and that there should be no second-class citizens in the United Nations.

40. When the Committee of Experts first proposed the division of the staff into categories, it was understood that apart from differences in salary, all benefits, other than those related to expatriation, would be as uniform as possible. However, this has not been the case. There is a large disparity and inequality in the payment of benefits and allowances. Spouse and children allowances, inter alia, are treated differently between the categories.

41. In 1982, the Secretary-General appointed a task force to look into problems resulting from the division of staff into categories. The Task Force stated that a unified personnel structure merited close and positive examination and that the United Nations could and should act as the lead agency in conducting that examination and, as necessary, in introducing the related proposals in the relevant bodies beginning with the Consultative Committee on Administrative Questions (CCAQ). An initial feature of that unified personnel structure would be the abolition of titles that were perceived as discriminatory.

V. STATUS OF WOMEN

42. In its resolution 44/185 C of 19 December 1989, the General Assembly requested the Secretary-General, inter alia, to report to the Assembly at its forty-fifth session on the appointment "of women to posts at the senior and policy-formulating levels". The current situation is as follows:

(a) The 30 per cent target has not been achieved; the figure stands at 28.3 per cent;

(b) Although women represent 31.2 per cent of all staff recruited in the past year, two thirds of them were at the P-1 and P-2 levels. By contrast, of the women recruited in the previous year, only 44 per cent were at those levels;

(c) In the past year, only 7 out of 30 staff recruited at the P-4 level were women. All staff recruited at P-5 and above were men;

(d) In 1987, the number of women at the D-1 level had risen to an all-time high of 24; by June 1990, however, that number had shrunk to 16, despite an increase in the number of D-1 posts;

(e) In 1985, there were four women Assistant Secretaries-General; today there are none.

43. The Secretary-General will also report to the General Assembly at the current session on the implementation of the recommendations made by the Steering Committee for the Improvement of the Status of Women in the Secretariat. There will be little to note under this heading.

44. As a substitute for action, there are committees, plans and proposals. Little progress has been made. Women have not achieved careers commensurate with their abilities and with the patterns of enhanced responsibilities and positions typical of their male colleagues.

45. Furthermore, the approach for the next five years is to continue to focus on so-called emergency measures, which have little content and little positive effect. Based on the recommendations of the Steering Committee, the Secretary-General to date has taken some 50 decisions concerning the status of women. Yet, these decisions are slow to be implemented.

46. The time has come to look for alternative ways to reach the goals set by the General Assembly. New targets should be set for 1991-1995 and beyond. Targets are as important as goals in terms of what to strive for and measuring progress. However, the aim is not inflated numbers at the P-2 entry level, where there has never been a great disparity between men and women, but real improvement in the career patterns of women and the elimination of the systematic discrimination against the advancement of women to the highest levels.

47. Remedial action is also required to counteract the deleterious effect of the "vacancy management" system on the improvement in the status of women. Implementation of a personnel policy designed to redress the disadvantaged position of women cannot be left to the discretion of individual managers. Recommendations for placement and promotion should be made to the Secretary-General by a joint staff-management body on the basis of specific guidelines on the advancement of women. All departments and offices with less than 30 per cent women in posts subject to geographical distribution should be the subject of a Joint Inspection Unit (JIU) study, the results of which should be submitted to the General Assembly at its forty-sixth session.

48. The status of women in the General Service and related categories within the Secretariat has traditionally been neglected as an issue when looking at the status of women in the Secretariat. In 1990, for the first time, attention has been more closely focused on their situation and the fact that although this constituency numerically outweighs that of their colleagues in the Professional category (there are some 12,000 staff members in the General Service and related categories, of whom 8,000 are women) their situation from the viewpoint of career development is considerably worse. Their problems are also different and need to be addressed.

49. Women who entered the United Nations in this category some 15 or 20 years ago believed that the organizational structure provided a career path that could lead from the lowest level of G-1/G-2 to many possibilities at more senior levels, including crossing the artificial barrier from General Service to Professional, based on merit and seniority. As we look closer at the movement of women within this category, particularly in the past 12 years or so, it is noticeable that many of those who joined the Organization in the 1970s are still trapped at the G-4 level (mid-career) despite the addition of two further grade levels (G-6 and G-7), which was expected to enhance career prospects. Classification has done little to improve the career prospects for this group of staff.

50. Additionally, women have had to face the gender bias which gives superior value to the same functions when performed by male colleagues. This tendency to undervalue the work performed by women has had the effect of making mobility of female General Service staff dependent on the senior Professional male colleagues, whose office she supports. Reward for a job well done is thus dependent on the individual initiative of the programme manager. This also has the effect of keeping women at the same levels within a very rigid caste system.

51. There are also those women who have been left even further behind - the women in the secretarial occupation. The initial classification process in 1982-1983 and subsequent appeals and transitional measures have virtually excluded this group, particularly those at G-3 and G-4, most of whom have given upwards of 15 years of dedicated service. It is essential that consideration be given to restructuring and redesigning this occupation to ensure a reasonable spread in grades and career expectation.

52. Formulation of a career development plan that addresses the needs and aspirations of women employees will be a tremendous challenge over the coming years. The women in the General Service and related categories therefore welcome the recent initiatives to reactivate the career development plan for General Service staff.

53. The decision of ICSC to set up a tripartite working group has been seen by women throughout the system as a step in the right direction, but more has to be done.

54. In the light of the above, the staff representatives recommend the following:

(a) The restructuring of the secretarial occupation should be carried out under a properly conducted tripartite review exercise, not just to benefit secretaries of heads of departments, but all meritorious secretarial staff with five or more years of service. A centralized joint staff/management group should be set up to carry out this exercise, taking into account departmental submissions;

(b) Joint staff/management occupational committees should be set up to look into those occupations where large numbers of staff, predominantly women, are being overlooked by the system.

VI. ADMINISTRATION OF JUSTICE

A. Appellate process

55. As reported by the Secretary-General, the number of requests for administrative review has more than tripled since the 1970s (A/C.5/44/9, para. 4). Such requests now average 155 per year, of which more than 40 per cent continue as formal appeals. Although the backlog of cases has been cleared over what it was just a few years ago, more needs to be done to ensure timely hearing of appeals and effective administration of the appeals process. The financial and staff resources devoted to the justice system has diminished rather than increased. This calls into question the ability of the Organization to avoid a backlog of cases in the future.

B. Disciplinary process

56. Chapter X of the Staff Rules has now been revised based on decisions taken by the General Assembly at its forty-fourth session. As noted in the previous report (A/C.5/44/21), this was done without the full and effective participation of the

staff representatives. As already pointed out, the new rules do not represent a major improvement in the administration of justice, as called for by the Assembly. The major shortcomings are:

(a) There is no definition of "serious misconduct", which is the basis for summary dismissal. The Administrative Tribunal was forced to give its own definition of the term. Also with the introduction of "suspension without pay" in the rules, the need for summary dismissal without a hearing should be reconsidered;

(b) There is no clear indication of what constitutes "misconduct". The application of the staff rule is left to the interpretation of any officer involved in the administration of justice;

(c) "Abuse of power" is not mentioned in the staff rules as a type of misconduct that may warrant disciplinary action. This is a serious omission and is a disincentive to fairness on the part of those in power;

(d) The new staff rule 110.4 limits the right of a staff member to choose his/her counsel, an unnecessary infringement on a right previously protected by the staff rules.

57. As a partial remedy to some of these problems, the staff representatives have requested the administration to issue an administrative instruction that would supplement and amplify the provisions of chapter X of the Staff Rules.

C. Panel on Discrimination and other Grievances

58. The Panel on Discrimination and other Grievances has been beset by numerous problems that undermine its effectiveness.

59. As a body composed largely of staff volunteers, the Panel has neither the cohesiveness nor continuity that would allow it to play an effective role in resolving disputes and grievances on an informal basis according to its original purpose. Not only are there more cases than the Panel can effectively deal with, but Panel members have only partial release for participating in the Panel's work. They have to handle their case load in the context of their regular work assignments. Not even the Co-ordinator of the Panel is granted full-time release to handle this important work.

60. More importantly however, there is very little follow-up on the Panel's recommendations. Once a report has been submitted to the Office of Human Resources Management of the Department of Administration and Management of the Secretariat, it usually stops there since the Office has no authority to require a department to accept the Panel's recommendations. It is the staff representatives' belief that the Panel should report directly to the Under-Secretary-General of the Department of Administration and Management.

61. The Assembly may also wish to revert to the suggestion of an ombudsman as a supplement to, or substitution for, the Panel. The important point is to stress that the mechanisms for informal resolution of disputes must be strengthened.

VII. OUTSIDE CONTRACTING

62. The Organization resorts to outside contracting for conducting some of its scheduled work. This covers routine work within the Secretariat as well as more complex projects. Arguments such as the lack of staff resources within the Secretariat have been advanced to support this practice. Although this practice may appear to be desirable at a first glance, it presents many problems. At times, it may seem easier to entrust the execution of a complex project to outside contractors rather than to identify and assign staff from within the Organization. Very often, however, any potential gain is more than offset by the lack of effective quality control. It is not unusual that the work done by outside contractors has to be redone by staff at the Organization, either because of the unacceptable quality of the finished product or because the needs of the Organization have not been met.

63. At other times, it is argued that outside contractors are able to produce more rapidly than staff within the Organization. However, with proper organization and flexibility in the allocation of overtime, the staff of the United Nations can accomplish these assignments within the same time-frame as outside contractors, and at lower cost.

64. The staff representatives therefore request that effective measures be taken to ensure proper control and management of work contracted to outside firms. Such tasks should be clearly identified and be awarded to outside firms only after a proper analysis of the resources available within the Organization have shown that the execution of projects in-house is neither feasible nor cost-effective.

Appendix

A. LIST OF STAFF MEMBERS WHOSE RIGHTS HAVE BEEN VIOLATED BY STATES MEMBERS OF THE UNITED NATIONS*

Afghanistan

Bismillah Kamkai (UNDP)	Executed (arrested 5.5.79)
Tawakal Shah (UNICEF)	Imprisoned 8.6.81; Died in prison
Saleem Hairan (FAO)	Forced into the army while holding valid exemption card
Mohammed Omar (FAO)	Detained 17.5.89; conscripted into army
Daulat Mir (FAO)	Detained 28.8.84; conscripted into army

Argentina

Viviana Micucci (WHO)	Disappeared (arrested 11.11.76)

Chile

Fernando Olivares-Mori (ECLAC)	Killed (arrested 6.10.73)
Carmelo Soria Espinosa (ECLAC)	Killed (arrested 14.7.76)

China

Yue Jiang (IAEA)	Under country detention; prevented from resuming his post after home leave

Egypt

Zuhair Husain Adwan (UNRWA)	Detained 1.4.89; deported to the Libyan Arab Jamahiriya

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* All UNRWA cases based on statistics as at 31 August 1990.

Ethiopia

Melake Belay (ECA)	Arrested 15.10.78 (unaccounted for)
Tesfamariam Zeggae (ECA)	Detained 2.3.82
Guenet Mebrahtu (WHO)	Detained 8.6.89

Guatemala

Konrad Schultz (UNIDO)	Killed May 1982

Israeli authorities in Gaza Strip

El Nabil Mohammad Al-Ajrami (UNRWA)	Imprisoned 27.7.85 a/
Mohammad Salman Abu Ghubait (UNRWA)	Imprisoned 27.7.85 a/
Daifalla Umar Zayed Abu Samhadanah (UNRWA)	Imprisoned 5.3.86 a/
El-Haidar Sa'di Al-Aila (UNRWA)	Imprisoned 7.4.87 a/
Mahmoud Hasan Ismail Zaqqout (UNRWA)	Imprisoned 30.8.87 a/
Marwan Izzat Qassem Ali (UNRWA)	Detained 25.1.88
Ibrahim Fawzi El-Kurd (UNRWA)	Detained 17.4.88
Husain Ibrahim Abu Nar (UNRWA)	Detained 15.8.88
Abdul Fattah Hasan Dukhan (UNRWA)	Detained 18.9.88
Fayez Nour Salha (UNRWA)	Detained 21.11.88
Ramadan Tawfiq Dahalan (UNRWA)	Detained 24.1.89 b/
Anwar Khalil Maliha (UNRWA)	Detained 2.2.89
Majed Mohammad Abu El Auf (UNRWA)	Detained 26.2.89
Nabil Ibrahim El Sawalhi (UNRWA)	Detained 18.5.89
Ismail Hasan Abu Shanab (UNRWA)	Detained 30.5.89
Hasan Ibrahim Muzayyen (UNRWA)	Detained 31.5.89
Awni Mohammad Abu Saif (UNRWA)	Detained 31.5.89
Munir Mohammad El Masawabi (UNRWA)	Detained 31.5.89
Mohammad Ibrahim Noufal (UNRWA)	Detained 3.6.89
Anwar Ali Al Barawi (UNRWA)	Detained 21.6.89
Mahmoud Ahmad Abu Zayeda (UNRWA)	Detained 31.7.89
Ibrahim Salah El Saiqali (UNRWA)	Detained 1.8.89
Nawwaf Jamil Awwad (UNRWA)	Detained 1.8.89
Dawoud S. El Mudallal (UNRWA)	Detained 2.8.89
Jamal Abdala Abu Zubeida (UNRWA)	Detained 3.8.89
Ali Saleh Darwish (UNRWA)	Detained 7.8.89
Mohammad Abdul Rabbu Abu El Kas (UNRWA)	Detained 17.8.89
Abdul Rahman Nayef El Slaibi (UNRWA)	Detained 10.9.89
Salman Ahmad Abu Aqi (UNRWA)	Detained 12.9.89
Said Mahmoud El Aila (UNRWA)	Detained 25.9.89
Khaled Abdul Rahman Matar (UNRWA)	Detained 21.11.89
Jamil Yusuf Ulayyan (UNRWA)	Detained 3.12.89
Shawkat Abdul R. Abu Safiya (UNRWA)	Detained 17.12.89
Hafez Mahmoud El Sharif (UNRWA)	Detained 18.12.89
Fathi Samih Abu Qamar (UNRWA)	Detained 9.1.90

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Mohammad Abbas Hassouna (UNRWA)	Detained 17.1.90
Salem Sulaiman Abu Madi (UNRWA)	Detained 22.1.90
Hasan Juma Awad (UNRWA)	Detained 22.1.90
Imad Mohammad Abu Aukal (UNRWA)	Detained 23.1.90
Hatem Roubin El Jaish (UNRWA)	Detained 14.2.90
Taysir Abdul Fattah Eid (UNRWA)	Detained 26.2.90
Numan Ali El Madhoun (UNRWA)	Detained 12.3.90
Suhail Said El Hasheem (UNRWA)	Detained 30.3.90
Jamal Darwish El Madhoun (UNRWA)	Detained 8.4.90
Basem Yusef El Fadi (UNRWA)	Detained 21.4.90
Jamal Mohammad Miqdad (UNRWA)	Detained 2.5.90
Riyad Abdul Rahman Matar (UNRWA)	Detained 3.5.90
Taysir Abdul Aziz Abu Fanouna (UNRWA)	Detained 9.5.90
Ahmed Mohammad Hamdan (UNRWA)	Detained 13.5.90
Mahmoud Husain Jarbu (UNRWA)	Detained 23.5.90
Majed Ahmad El Malfouh (UNRWA)	Detained 24.5.90
Abdul Qader Majid Abu Shawish (UNRWA)	Detained 27.5.90
Mahmoud Ahmad Murad (UNRWA)	Detained 2.6.90
Zuhair Ahmed Ashour (UNRWA)	Detained 11.6.90
Fadel Said Shalayel (UNRWA)	Detained 16.6.90
Jamal Sulaiman El Arqan (UNRWA)	Detained 17.7.90
Taysir Mohammad Abdul Jawwad (UNRWA)	Detained 30.7.90
Bashir Uthman el Ghalayini (UNRWA)	Detained 19.8.90
Adel Ali Abu Ghali (UNRWA)	Detained 25.8.90
Raed Zaki Adwan (UNRWA)	Detained 25.8.90
Husain Khalil El Burdaini (UNRWA)	Detained 25.8.90
Zakariya Adel Abu Sulaima (UNRWA)	Detained 26.8.90
Mohammad Mohammad Mishmish (UNRWA)	Detained 28.8.90

Israeli authorities in West Bank

Said Ali Abdul Had Banat (UNRWA)	Imprisoned 22.7.85 a/
Mohmoud Mustafa Abdallah Ramahi (UNRWA)	Imprisoned 7.11.86 a/
Mohammad Imad Abdallah Abdul Rahman Jabr (UNRWA)	Imprisoned 27.11.87 a/
Yousef Ismail Shaban (UNRWA)	Detained 8.8.88 b/
Marwan Ismail Hudeib (UNRWA)	Detained 21.12.88
Bassam Nihad Ibrahim Jarrar (UNRWA)	Detained 15.5.89
Hassan Abdul Hamid Dib (UNRWA)	Detained 30.5.89
Ahmad Fares Odeh (UNRWA)	Detained 28.6.89
Akram Saed Eddin Dukmaq (UNRWA)	Detained 16.1.90
Harbi Mohammad Toumalieh (UNRWA)	Detained 27.2.90
Imad Arafat Abu Libdeh (UNRWA)	Detained 7.3.90
Niaz Farah Mohammad Mazazaa (UNRWA)	Detained 13.3.90
Hani Ali Mohammad Beydoun (UNRWA)	Detained 20.3.90
Bassam Nihad Ibrahim Jarrah (UNRWA)	Detained 3.4.90
Basima Farouq Odeh Yacoub (UNRWA)	Detained 9.5.90
Nariman Ribhi Rashid Ilayyan (UNRWA)	Detained 10.5.90
Yahya Hasan Najjar (UNRWA)	Detained 11.5.90
Naser Mohammad Jibril Zubeidi (UNRWA)	Detained 24.5.90

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Salameh Salim Rihan (UNRWA)	Detained 1.6.90
Mohammad Khalil Yousef El Bayed (UNRWA)	Detained 11.6.90
Mohd Fares Ibrahim Saqer (UNRWA)	Detained 25.6.90
Ibrahim Ali Khaled Al Masri (UNRWA)	Detained 30.6.90
Imad Saed Eddin Qarami (UNRWA)	Detained 4.7.90
Ibrahim Mohammad Hattab (UNRWA)	Detained 7.8.90

Kenya

Salim Lone (United Nations)	Citizenship revoked 5.9.86 without due process of law

Lebanon (Syrian armed forces)

Zaki Hamadeh (UNRWA)	Detained 18.3.86
Fayyad Mohammad Freiji (UNRWA)	Detained 27.11.86
Samir Ishkuntana (UNRWA)	Detained 7.4.87
Zeidan Yassin (UNRWA)	Detained 27.5.87 (died in prison)
Rifa't Ayoub (UNRWA)	Detained 14.1.88
Ahmad Juma Arabi (UNRWA)	Detained 31.10.88
Majed Kanj (UNRWA)	Detained 27.2.89
Nayef Al Araj (UNRWA)	Detained 18.9.89

Lebanon (militias or unknown elements)

Mahmoud Hussein Ahmad (UNRWA)	Missing 22.3.83
Mohammad Ali Sabah (UNRWA)	Missing 22.3.83
Alec Collett (UNRWA)	Abducted 25.3.85
El-Mohammad Mustafa Hajj Ali (UNRWA)	Missing 28.11.86
Nabila Breir (UNICEF)	Killed 17 or 18.12.86
Jebreal Ibrahim Darnish (UNIFIL)	Killed 26.5.87
Abid Jawad (UNIFIL)	Killed 21.5.87
William Higgins (UNTSO)	Abducted 17.2.88
Nayef Al Araj (UNRWA)	Missing 23.9.89
Jena Hlass (UNICEF)	Killed 8.12.89

Senegal

Yousouph Badiane (WFP)	Detained 22.6.90
Magloire Badiane (WFP)	Detained 22.6.90
Unidentified staff (ILO)	Arrested 21.6.90

Somalia

Zainab Aw Jama Adan (WFP)	Missing since 4.6.88
Nurradin Jeylan (UNDP)	Detained 3.7.88
Ahmed Mohamed Ali (WFP)	Detained 24.5.90
K. Abdel-Rahman (UNHCR)	Attacked and severely injured on United Nations premises 30.5.90

Sudan

Frazer Fedit (WFP)	Killed December 1989

Syrian Arab Republic

Abdalah Daker Hayatli (UNRWA)	Missing 20.4.80
Izzedine Hussein Abu Kreish (UNRWA)	Detained 11.9.80
Ali Said Shihabi (UNRWA)	Detained 31.3.82
Sa'di Mohammad Zeidan (UNRWA)	Died in prison 10.83
Abdallah Issa (UNRWA)	Detained 6.10.85
Sami Izza (UNDOF)	Detained 6.10.85
Mohammed Kteileh (UNRWA)	Detained 24.3.86
Fadel Mohammad Kheir Salman (UNRWA)	Detained 1.4.86
Yaser Hassan Jalbout (UNRWA)	Detained 5.4.86
Majed Salti (UNRWA)	Detained 17.5.90

Uganda

Angello Arikwang (WFP)	Killed following ambush 15.3.90
Lily Nakiru (WFP)	Wounded following ambush 15.3.90

Zambia

Abel Nyirenda (FAO)	Arrested 16.3.89 Died on 29.4.89 following beatings

Other colleagues

Evner Ergun (United Nations)	Assassinated by unknown persons in Austria 19.11.84
Boniface Nwaisiji	Disappeared in Kenya
Abdul Fattah (WFP)	Disappeared in Pakistan 3.9.89

Families of United Nations staff members under detention

Ussama Bassa, Ibrahim Mussa Bkeirat, Amer Mohammad Hammad, sons of locally recruited staff members under detention by Israeli authorities.

Notes

a/ Imprisoned following closed trial. The United Nations was denied access to the staff member even at the time of sentencing.

b/ The United Nations was allowed access to the staff member on one occasion.

B. LIST OF RELEASED STAFF MEMBERS FOR WHOM STAFF UNIONS AND ASSOCIATIONS ARE AWAITING CONFIRMATION OF REINSTATEMENT IN UNITED NATIONS SERVICE

Chad

Mbainathan Betel (UNDP)
Abderahman Seid (UNDP)

Ethiopia

Taitu Ahmed (UNDP)

Israeli authorities in Gaza Strip

Mohammad Mahmoud Diyab (UNRWA)
Mohammad Abdul Hay Nabhan (UNRWA)
Ziyad Abed Abu Auda (UNRWA)
Mohammad Husain Abu Seda (UNRWA)
Imadeddin M. Abu Zanouna (UNRWA)
Zuhair Mohammad Zidan (UNRWA)
Jamal Atiya Tayeh (UNRWA)
Hasan Mahmoud Lubbad (UNRWA)
Bashir U. El Ghalayini (UNRWA)
Nahed Mahmoud Abu Harb (UNRWA)
Zakariya Abu Sulaima (UNRWA)
Muammar Ahmad Bseiso (UNRWA)
Abed Rabbu H. Abu Aun (UNRWA)
Abdalla Mahmoud Ayyash (UNRWA)
Jalal Diab Barakat (UNRWA)

Israeli authorities in West Bank

Sufia Dasouki Saadia Jabr (UNRWA)
Yousef Ibrahim Abdul Din (UNRWA)
Said Salem Abu Salam (UNRWA)
Adnan Badr Siam (UNRWA)
Ahmad Mamoun Mansour Ibraqeh (UNRWA)
Majed Ramadan Abu Arab (UNRWA)
Mohammad Ahmad Amin Lahlouh (UNRWA)
Mohammad Khalil Yusuf El Bayed (UNRWA)
Khamis Hamdi Al Hatou (UNRWA)
Mohammad Mahmoud Mohammad Musleh (UNRWA)
Mohammad Abdul Khalil Abu Farah (UNRWA)
Mahmoud Mohammad Jaffal (UNRWA)

Wajuh Hilal Mohammad Othman (UNRWA)
Raed Zuheir Shaban Yusuf Ali (UNRWA)
Khaled Ali O. Seifi (UNRWA)
Ahmad Ramadan Mteir (UNRWA)
Adnan Mohammad Ahmad Hammash (UNRWA)
Ibrahim Mohammad Abu Arqoub (UNRWA)

Lebanon (militias or unkwown elements)

Said Zeidan (UNRWA)

Syrian Arab Republic

Turfa Jawabri (FAO)

UNITED
NATIONS

A

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PROGRAMME BUDGET FOR THE BIENNIUM 1990-1991

Integrated management information system project: second progress report

Report of the Secretary-General

INTRODUCTION

1. The General Assembly, by its resolution 43/217 of 21 December 1988, approved the implementation of the first phase of an integrated management information system (IMIS) project over a period of three and a half years at a total cost not to exceed $28 million at 1988 rates. Details of the Secretary-General's proposal for the project are contained in his report to the General Assembly at its forty-third session (A/C.5/43/24).

2. Following approval of the project, the Secretary-General submitted a progress report to the General Assembly, at its forty-fourth session, in which he indicated that it had been decided to proceed with the development of a system using a relational data-base management system supporting the structured query language, which ensures portability across computer environments; the project would use modern software development tools such as computer-aided software engineering tools (CASE tools); and that the hardware environment would not be limited to large mainframes as previously proposed, thereby providing greater flexibility to offices away from Headquarters (A/C.5/44/8, para. 8). The report also provided information on the general work plan for the first phase of the project until the end of 1992 and explained why there had been some delays in the start of the project.

3. In its report to the General Assembly recommending adoption of the project (A/43/980), the Fifth Committee requested that the Secretary-General report on the benefits to be derived from the project and on how it would contribute to the reform process mandated by General Assembly resolution 41/213 of 19 December 1986.

The purpose of the present report is to inform the General Assembly of what has been accomplished since the last report and provide the information requested by the Fifth Committee with regard to the benefits of IMIS. The report contains four sections: progress of work; plans for end-1991 to 1992; benefits to be derived; and a conclusion, which explains how the IMIS project constitutes a major component of the reform process for the Organization. The various tasks required to complete phase one of the IMIS project, which was approved by the General Assembly, will be referred to in the present report as "stages".

I. PROGRESS OF WORK

A. User requirements analysis

4. In his first progress report (A/C.5/44/8, para. 16), the Secretary-General indicated that, following the selection of a consulting firm, the first work to be done would be a detailed analysis of user requirements and the logical design of IMIS. The technical aspects of this work were to be contracted to a consulting firm specializing in the development of integrated systems using modern technology as the Organization does not have experience in developing large-scale integrated systems. Forty-eight consulting firms throughout the world were contacted; 15 firms submitted offers; a firm was selected and the consultants began work at the United Nations on 2 January 1990.

5. Concurrently, the United Nations project team was established, drawing expertise both from existing staff and from outside the Organization. In accordance with the wishes of Member States that the views and concerns of offices away from Headquarters be fully taken into account (A/43/980), IMIS focal points were designated in 1989 by heads of offices away from Headquarters. At the end of January 1990, the IMIS focal point and a representative from the electronic data processing (EDP) office at each major duty station attended a week-long workshop to introduce the staff members assigned to the IMIS project and the members of the consulting firm, to explain the methodology used for the analysis and design and to hear the concerns of each duty station relating to IMIS. The focal points also provided insights into operational constraints that had to be taken into account in the design of the system and in the elaboration of the hardware and software platform for IMIS.

6. The functional areas covered by the user requirements analysis are:

(a) Finance: budget, post management, assessments and contributions, treasury, accounting, payroll and personal accounts, insurance;

(b) Human resources: recruitment and filling of posts (including rosters and skills inventories), appointments, tracking of personnel actions, entitlements (necessary for payroll), leave and attendance, medical certification;

(c) General services: requisitions, procurement, contracting, vendor management, travel, shipments, inventory control;

(d) Control and audit, while listed as a separate module for ease of analysis, in fact covers all areas since the system to be designed must provide facilities for clear control and meet accepted standards for EDP auditing.

7. The analysis of administrative requirements for IMIS was completed in May 1990. It included numerous interviews with users in administrative offices both at Headquarters and at each major duty station of the United Nations. The same importance was given to supporting activities for administrative processes financed from extrabudgetary resources as for regular budget activities whereas in the past, systems tended to be designed primarily if not exclusively for regular budget activities. The administration of peace-keeping operations was also included in the analysis. Interviews were conducted at the following offices: Economic Commission for Africa; Economic Commission for Latin America and the Caribbean; Economic and Social Commission for Asia and the Pacific; Economic and Social Commission for Western Asia; the two offices at Nairobi (United Nations Environment Programme and United Nations Centre for Human Settlements (Habitat)); a peace-keeping field mission; the offices at Geneva (United Nations Office at Geneva, Economic Commission for Europe, Office of the United Nations Disaster Relief Co-ordinator, United Nations Conference on Trade and Development, Office of the United Nations High Commissioner for Refugees, International Trade Centre, UNCTAD/GATT); and the United Nations Office at Vienna. As a result of these interviews, it was found that the requirements of overseas offices were similar to those of Headquarters. The premise that an integrated system could be designed serving the needs of all United Nations offices was therefore confirmed.

B. Logical design

8. Following the user requirements analysis, a logical design (or external design) for an integrated system allowing on-line processing was constructed. The design was elaborated through the use of a software package CASE tool providing rigorous documentation and building a system as if it were an engineering project. The logical design does not require that a particular software package be selected. In fact, a good logical design can be implemented in a variety of data-base management system (DBMS) softwares as well as in many hardware environments.

9. Given the voluminous documentation and the difficulty of holding consultations through correspondence within tight deadlines, it was decided that teams from the IMIS project would travel to offices away from Headquarters to review the design with users at those offices. The design will also be presented to other organizations in the United Nations system that use the United Nations Secretariat's payroll system, such as the United Nations Children's Fund, so that the implications of a new system can be examined at an early stage and an orderly transition planned. Other projects have also been undertaken that are time-consuming and need to be completed before computer programming can begin.

10. The logical design for IMIS has also been provided to the United Nations Development Programme (UNDP) to enable it to determine to what degree IMIS could meet its requirements. Based on its review, UNDP will then decide whether it will

join the United Nations Secretariat as a user of parts of the IMIS system. Such an outcome would probably be cost-effective and facilitate exchange of data to and from both organizations, particularly in the area of technical co-operation activities; in fact the need for the Secretariat to report to UNDP on these activities has been taken into account in the IMIS design.

11. During the user requirements analysis and the logical design stages, the United Nations team assigned to the project has worked closely with the consultants engaged for the analysis and design. This close co-operation ensures that, after the consulting firm is no longer engaged in the project, the detailed knowledge of the United Nations requirements and of the system remains with the United Nations staff.

C. Hardware and software platforms

12. The computer environment that will support the applications developed under IMIS is currently being selected, taking into account the investment already made by the Organization in computer hardware and recent developments in technology in areas such as data-base systems, graphic users' interfaces (e.g. use of icons or screen windows), microcomputers and telecommunications. Offices away from Headquarters have been consulted on these matters through a two-day technical workshop early in September 1990 when issues of concern to these offices were discussed and clarifications on the proposed technical platform were obtained.

13. While the final selection has not been made as of the date of this report, a number of features have been agreed upon: (a) the operating system for IMIS will be UNIX, which can be used on a variety of hardware platforms from different vendors; (b) instead of large mainframes as originally planned, the analysis of requirements at all duty stations indicated that powerful microcomputers or minicomputers can provide the necessary computing power to handle the IMIS processing needs; (c) these local computers will be connected to a more powerful computer at Headquarters; (d) at each duty station, the local computers will be connected to individual microcomputers through a local area network (LAN); (e) the IMIS project will continue to use a software tool to maintain its documentation on this complex system.

14. The procurement on a phased basis of the necessary hardware and software is being planned. First priority will be given to the purchase of the equipment needed to develop the project during the next stage and to those offices that had been delaying purchases of hardware and software pending a decision on the IMIS platform. These offices are considering at the same time their data-processing needs for substantive activities and the procurement needs of offices will be finalized on the basis of that analysis.

II. PLANS FOR END-1990 TO 1992

15. A request for proposals will be sent out at the end of November 1990 to major consulting firms for the next stages of the project: internal design, programming and conversion to the new system. It is expected that the selection process for this second contract will take approximately three months. During that period, a final review of the logical design will be conducted with the users at all duty stations to ensure completeness and conformity with user requirements, as explained in paragraphs 9 to 11 above.

A. Internal design

16. The internal design stage consists of building the system specifications to such a degree of detail that the programming can begin without the need for further interviews with users during the programming stage. In the past, less attention was given to this stage of systems development; as a result, specifications were often changed after the programmers had begun their work, resulting in additional costs and delays. Other activities will take place during this stage such as the verification of existing data for accuracy and completeness, a time-consuming but essential task for the successful implementation of IMIS.

17. In parallel with the technical design, a detailed review of work-flows and procedures will be performed. The development of IMIS offers a unique opportunity to review the codes and procedures developed by users over the years at all duty stations, streamline them and introduce uniformity for consistency throughout the Secretariat and ease of maintenance. Codes (for instance those needed for the chart of account, or for occupations) will therefore be reviewed to standardize them before incorporation into IMIS as tables. Through this world-wide review, it is expected that substantial benefits will accrue when all functions currently being developed are implemented.

B. Programming and testing

18. Once the specifications are well documented in the CASE tool, the programming stage begins. The United Nations will test the programmes to verify that they perform the tasks as required in the specifications. Conversion of data from the current systems will also be planned, in particular the building of interfaces between IMIS and other systems that will not be replaced by IMIS.

C. Telecommunications

19. Given the distributed nature of the system, the importance of a good telecommunications network becomes evident. The transfer of data between Headquarters and other duty stations as well as within one duty station is predicated on a telecommunications infrastructure that is stable, reliable and world-wide. The Secretary-General's report on the status of technological innovations in the United Nations submitted to the General Assembly at its current

session (A/45/478) refers to the need for fast and reliable networks for the transfer of data and information from one office or duty station to another, both for administrative and substantive activities. Therefore, the installation of the appropriate communications network will be given priority consideration in 1991. The hardware will also be installed on a phased basis through 1992. It is crucial that the equipment be in place and well tested before the IMIS software is installed at each duty station.

D. Training

20. An essential task in the successful implementation of IMIS at the end of the development stage, besides data conversion, is the training of staff on the new system. This stage must be timed early enough to ensure that it is completed when the software is installed. Training is virtually a project in itself, which will be incorporated into the overall project in a phased manner.

III. BENEFITS TO BE DERIVED FROM IMIS

A. General considerations

21. The analysis of benefits outlined in the present report is based on four general assumptions. First, the current operational environment in each office and location serves as the basis for the description of benefits. Secondly, these descriptions are based on the premise that the current procedures will be revised where possible prior to final implementation to take full advantage of IMIS capabilities. Thirdly, the potential benefit will be greater in locations that will be moving from manual systems to IMIS than in locations that already have some degree of system automation. Finally, the benefits are based on expected performance once IMIS is fully implemented and when all relevant staff are making full use of IMIS features. This typically occurs about six to nine months after implementation.

22. Currently, the information systems that support the administration and management functions at the United Nations suffer from a number of shortcomings that were identified in the report of the Secretary-General proposing IMIS (A/C.5/43/24), including duplication and inaccuracy of data, inadequate central control over data, incomplete data, limited management reporting capabilities and a lack of integration between administrative systems. The existing systems evolved over the years and were sometimes linked to each other more to meet individual functional requirements than to support system integration. As a result, the United Nations current administrative and management systems are marked by redundant data entry, an inability to compile consistent data for managing, planning and decision-making and time-consuming reconciliations between systems and processes.

23. The capacity of the United Nations administrative and management information systems to support the growing number of activities mandated by the General Assembly, such as large-scale peace-keeping operations, is severely strained. IMIS

is a key component in the reform efforts of the United Nations to ensure that the future activities of the United Nations are carried out with all the efficiency and effectiveness required by the mandates and priorities legislated by the General Assembly.

24. The requirements most critical to the success of IMIS in meeting the United Nations information system needs are as follows:

(a) A custom-built application system that addresses the unique needs of the United Nations Secretariat;

(b) A powerful and flexible data retrieval capability that allows the United Nations to produce ad hoc reports in response to management and legislative requests;

(c) An integrated, world-wide, relational data base that implements a consistent set of coding structures and values throughout the Secretariat;

(d) User-oriented software and development tools that ensure that the system is easy to use;

(e) Capture of the data in the system from one source to prevent duplication of effort and inconsistency of data;

(f) Security of access to data and processes to protect the system from unauthorized use.

25. The IMIS system design that is being developed incorporates all these requirements and has the following characteristics:

(a) Full integration among all application areas;

(b) Data bases independent of the application programmes;

(c) Applications on-line to authorized users;

(d) Extensive information-reporting capabilities;

(e) Automatic creation and transmission of electronic documents;

(f) Controlled access and audit trail functions to ensure security and integrity of the system and data;

(g) Text and data-processing capabilities;

(h) Tools to support development, maintenance and operation of the system.

26. Benefits will, as noted, be realized in three ways. First, the United Nations will gain improved management control over its financial and staff resources. Secondly, the United Nations will improve the capacity and quality of its

administrative service delivery with little or no incremental staffing cost. Thirdly, the United Nations will be able to achieve actual financial benefits through IMIS implementation.

27. The design of IMIS provides features that will bring benefits across functional areas (budget, finance, human resources and general services). Some of the main features are listed below:

(a) Timely and accurate reporting: Management control of resources and efficient allocation of those resources have been hampered by lengthy delays in information processing and inconsistent data collection and reporting. IMIS will provide timely and accurate reporting through its integrated data-base approach and on-line query facilities. It will simplify the production of management information, thus increasing the time that can be spent on more substantive activities;

(b) Integrated coding structure: IMIS uses a comprehensive, yet very flexible, transaction coding structure that captures all the data required to perform general ledger, budget, treasury and financial project or programme management functions. Furthermore, it facilitates the accounting for other activities that have financial implications such as salary advances, travel claims, etc. This structure will significantly reduce the amount of redundant data entry and manual transcription of codes, accommodate the reporting requirements of separate United Nations funding sources and enable comparative management information to be readily produced;

(c) On-line sufficient funds editing: Budget balances by allotment account will always be up to date and, as requisitions, purchase orders and invoices are processed, IMIS will interactively check for the availability of funds. Furthermore, users will be able to query, on an ad hoc basis, the available balances in an allotment account or project before processing, certifying or performing a related task;

(d) Total integration of personnel processing and payroll: Any change to an individual's personnel record is reflected in the payroll subsystem. IMIS has been designed so that personnel actions will be entered once and processed through payroll rather than repeatedly rekeyed. It also means that information on staff entitlements is entered only once system-wide and stored for subsequent processing;

(e) Retroactive processing: IMIS has the capability to process retroactively a transaction to an individual, calculate the "correct" entitlements and salary package for the effective period and disburse the appropriate payment. Additionally, IMIS can retroactively apply changes to entitlements or salary tables to yield new compensation values for affected individuals for that period in time. This retroactivity process takes advantage of the integration between the human resources and payroll functions to increase the efficiency of the calculations;

(f) Simulation processing: IMIS has a simulation function that allows for the calculation of hypothetical entitlements and changes to existing entitlements or their values without affecting the real data base. This feature permits the

payroll to be run in simulation mode to project the financial implications of simulated entitlements;

(g) Costing of posts: The budget subsystem allows a post to be costed using the simulation functions in the IMIS entitlements/payroll functions to calculate hypothetical entitlements and staff assessments. This feature allows for the price estimation of posts using current payroll information. It has the advantage of yielding the most accurate projections of costs without expending significant effort;

(h) Accurate staffing tables: IMIS provides current and accurate information on all posts, their status (e.g. blocked, frozen, loaned), their incumbents and their funding sources by location, organizational unit, mission, fund, etc. This information will not only show current information but will also allow the user to view historical and prospective changes to the staffing tables. This accuracy will facilitate the ability to answer queries, to analyse the geographic distribution of posts at any point in time, to produce organizational charts detailing the lines of responsibility among posts and to produce statistical and management information on the composition of the staff;

(i) Consistent tracking of activities: IMIS tracks the progress of activities and their associated steps as those activities are being performed. These activities can be standardized or customized to a particular process in a particular location (e.g., recruitment of a short-term translator for a conference at a regional commission). This feature is a powerful tool for monitoring and managing processes and improving the overall efficiency of the work;

(j) Comprehensive and integrated personnel data base: The major feature of the IMIS human resources subsystem is the completeness of the data base and its total integration with post information, entitlements data, payroll processing, travel services and classification. This comprehensive data base captures demographic, dependent/beneficiary, work, contractual, documentation (visas, laissez-passer), non-confidential medical and performance information. This design feature enables authorized users to have easy, on-line access to current and historical information on a person before taking an administrative action;

(k) Consistent application of entitlements across staff categories and locations: The Staff Rules and Regulations specifying the entitlements and benefits applicable to the various staff will be embedded in IMIS and tightly controlled by authorized individuals. As such, the consistent administration of entitlements will be considerably facilitated for every individual within the system;

(l) Use of standard letters, notes and offers: IMIS will contain the standard letters used by the various organizational units in performing many of the functions of IMIS. These letters will be available for automatic generation or customization before issuance. This should greatly reduce the work-load and the printing/photocopying of new forms. It also increases the flexibility of the types and contents of letters mailed;

(m) Automatic issuance of notices and reminders: IMIS will generate notices to organizational units, alerting them to perform an activity such as a performance evaluation, medical certification of sick leave, etc. If the organizational units do not respond, IMIS will generate a follow-up reminder. This management feature of IMIS will alleviate the burden now placed on individuals to keep track of delays and notify others to initiate activities;

(n) Improved coding techniques: Currently, the United Nations financial coding structure mandates the inclusion of all coding elements within the financial code (e.g., General Ledger Code, Allotment Code, Project Code, etc.) to execute a financial transaction. In IMIS, there will be a distinction between primary coding elements and secondary coding elements. Primary coding elements are those that are essential to the recording of a financial transaction - i.e., a fund, organizational unit, account, programme, activity, or project; secondary coding elements - i.e., bank code, location code, donor code - are associated with primary elements and used to facilitate reporting. This coding technique reduces the elements that the user needs to be input directly. It also accommodates easily new reporting needs;

(o) On-line code validation: IMIS will interactively validate accounting codes as transactions are processed. As a result, errors will be detected immediately and corrections applied before transactions are processed. This facility will eliminate the current practice of correcting errors after the transaction has been processed. The current practice places the entire burden of error correction on the Accounts Division rather than the individual closest to the details of the transaction; furthermore, it requires the Accounts Division to spend effort and time investigating the causes of the error before corrections can be made. The current practice hinders the preparation of timely financial management information;

(p) Capability to provide performance measures: IMIS has the capacity to estimate the length of time it requires to perform certain activities. This feature enables managers to compare the estimates with actual practice and revise the estimates as appropriate. It also alerts managers to problem areas and ineffective processes.

B. Benefits for the management of human resources

28. In addition to the benefits mentioned above which apply across functional areas, IMIS will bring the following specific benefits in the human resources area:

(a) Improved management and administrative control over personnel actions: Because data in IMIS will be consistently entered and applied, the Organization will be able to examine the transactions it performs in administering staff, by category, and take appropriate management action relative to each specific transaction. Over time, this management data will show trends in transactions, allowing the United Nations to manage the associated transactions more efficiently and effectively;

(b) Individual skills inventory: The IMIS skills inventory of United Nations staff and candidates includes an individual's functional/occupational skills, language capabilities, educational background, training, non-United Nations work experience, publications and honours. Because of the total integration of the data base, this feature allows users to perform world-wide roster searches based on very specific criteria required to fill a post or to develop career plans to meet the Secretariat's evolving requirements;

(c) Facilitation of appointments: The generation, compilation and calculation of all the conditions of service for the various categories of personnel are activities that currently consume staff time and effort. IMIS will determine, based on an individual's appointment, duty station, grade, etc., a person's entitlements package, calculate the remuneration and produce the relevant offers of appointment. These features should shorten the time needed to process an appointment;

(d) Integration of post with job descriptions and with staff: Essential to the IMIS design is the ability to associate the job descriptions with the incumbents and to infer possible skills that the individuals may have acquired while occupying a particular post/position. Furthermore, it also provides information on the types of functions being performed within the United Nations and the shifts in work-loads over time;

(e) Vacancy projections: Through the post management subsystem, current and future vacancies can be identified by location or organizational unit. This facility will assist in planning recruitment and placement programmes, identifying posts with special requirements, initiating specific recruitment activities earlier and managing the loan of posts;

(f) Standardization of job descriptions: Through IMIS, users may create or use standard job descriptions for posts. This will eliminate the time users spend writing new job descriptions for conventional posts, increase the consistency of classifying posts and assist in the overall classification exercise;

(g) Reduced processing time for personnel actions: IMIS will replace the current manual process of recording personnel actions on forms and forwarding them from organizational unit to organizational unit around the world for action. In the future, all personnel actions will be entered directly into IMIS. Although the equivalent of these forms will need to be generated at the conclusion of the transaction, authorized staff in the various offices will have access to the same information and will therefore be able to take the necessary action immediately;

(h) On-line monitoring of attendance: IMIS captures and merges the overall United Nations calendar, the organizational unit calendar and an individual's personal calendar to provide a comprehensive picture of the anticipated work hours and days of an individual. Against this calendar, absences and leaves are recorded and verified. This feature provides an accurate record of the individual's attendance, incorporating past, current and future leave schedules;

(i) On-line entitlements balances: For each staff member, IMIS will provide information on the individual's entitlements, the available balance and the historical use of the entitlements. This feature will assist administrative and personnel staff in tracking the benefits due to a person and answering questions pertaining to an individual's entitlements package;

(j) Integration of insurance and personnel processing: The integration of personnel and insurance carrier information within IMIS will facilitate the capture and verification of data on individuals prior to the establishment of coverage. This feature will also yield management reports which indicate the type of coverage by staff category, the number of staff with dependants and their coverage, etc., and users will be able to reconcile insurance carriers' invoices with the actual staff coverage.

C. Benefits in finance, accounting and budget

29. The United Nations overriding goal in the area of programme planning, budget and finance is to gain control over a precarious financial situation. IMIS will be responsive to the array of United Nations medium-term plan objectives in this area including strengthened financial control and asset management through automation and timely collection and processing of financial information and reports. More specifically, the following benefits have been identified:

(a) Improved treasury management: IMIS will provide the United Nations with a management information system that can increase its control over banking relationships and cash management operations. Through this, the United Nations can gain real benefits by improving investment earnings, reducing bank service charges and generally improving its utilization of the international banking system. The system will provide, on line, the up-to-date banking and cash account information that is required to implement the advanced treasury management techniques that would allow the United Nations to realize substantial benefits;

(b) Automated currency conversions: The global operations of the United Nations require it to operate in numerous currencies. Currently, the United Nations converts manually all financial transactions into its official reporting currency, the United States dollar. This process is time-consuming and is prone to calculation and data entry error. More importantly, transactions are not retained in the denomination that is required to facilitate currency management. IMIS provides for the entry of all transactions in the currency of denomination and the simultaneous automatic conversion of the amount of the transaction into the United Nations repor ing currency. Concurrently, IMIS stores the transaction in the currency of denomination to provide for the automatic functions that are currently performed manually or not performed at all, namely identification of exchange rate exposure, cash flow and requirements by currency and revaluation of obligations, payables and receivables and generation of translation entries;

(c) Up-to-date cash requirements by bank and currency: IMIS will be capable of presenting treasury managers with aging reports of cash requirements by currency and by bank. Currently, the Treasury is presented with a listing of disbursements

to be made. The disbursements are made based upon historical analysis of cash requirements. Under IMIS, the Treasury will be able to schedule and thus manage disbursements in a way that maximizes earnings on short-term investments and minimizes exchange rate losses or maximizes gains;

(d) Automatic bank statement reconciliations: The United Nations currently maintains a large number of geographically dispersed bank accounts. Owing to bank-processing timing differences, bank statement reconciliation is currently manual, time-consuming and potentially incomplete. IMIS will provide the United Nations with the capability to better control its cash resources through the pooling and increased management of funds in selected accounts;

(e) Consolidated Member State account analysis: Because of the current method of storing accounts receivable information, it is extremely difficult for the United Nations to prepare a timely consolidated report of charges and payments to the account of a Member State. IMIS integrates the processing of all accounts receivable information for Member States regardless of fund and provides an on-line presentation of charges and payments to the account of a Member State or any entity for which such transactions have been processed. This consolidation of account information applies equally well to staff members and outside agencies;

(f) Electronic inter-office voucher (IOV) processing: IMIS provides for the on-line processing of IOVs. Offices that authorize another office to incur expenses on their behalf will record all the pertinent information in the system including a reference number. The office requesting reimbursement for a given amount will merely refer to that reference number. This will automatically maintain the ledgers of the authorizing office, the executing office and the consolidated ledgers at Headquarters. The receiving office will not be required, as is currently the case, to spend time ascertaining to which office, account and object of expenditure the IOV refers. This will eliminate not only costly transcription errors but also one of the major reasons for the current delays in the closing of monthly, annual and biennial accounts;

(g) Automatic creation of subsidiary ledgers: Currently, the United Nations creates and maintains its subsidiary ledgers manually. This process is time-consuming and is subject to data errors. IMIS will automate this process, reduce manual effort and improve data integrity;

(h) Multi-organization payroll processing: IMIS is designed to process the payroll of all or any duty stations and/or organizations associated with the United Nations, accounting for unique calendars including holidays, pay dates, etc. Additionally, IMIS accommodates multiple pay frequencies by organization and duty station. This flexibility provides for continuity of payment and reporting as organizational units and staff members move within the Secretariat;

(i) Support for local currency requirements and conditions: IMIS will handle salary scales and entitlement values in all currencies and make payments in the appropriate currency. Furthermore, it will give users in New York and other locations, the ability to apportion payments into the appropriate multiple payment currencies;

(j) Budget creation: IMIS will allow local users to input data into any version of the budget on line and transmit it electronically to the Budget Division for review and adjustment. To support this activity, IMIS will have budget instructions available on line for users for reference during this process. This facility will help to ensure consistency of budget preparation for programmes, projects and peace-keeping missions, as well as aggregate reporting;

(k) On-line budget validation: Validation mechanisms that compare requested resources to budget targets proliferate throughout the design of the budgeting functions within IMIS. Such mechanisms assist users in effectively formulating their requests and reduce the effort associated with manual reviews by budget officers. For example, when the budget amounts are being entered, they will be validated against budget ceilings and the predefined growth factors established in the budget outlines; and when extrabudgetary funds are requested, the resource amounts and any estimated entitlements will be checked against existing fund balances to determine if a request may be satisfied;

(l) On-line task management: IMIS encompasses a work planning subsystem that allows managers in the field to do active task planning and to better control their resources by enabling users to associate tasks with their required resources and their correct appropriation and allotment accounts. Furthermore, it allows for task management and tracking of performance measures to be done on line at the activity level;

(m) Integrated budget reporting: This feature permits ad hoc budget reports to be generated on line, using data pertaining to funds, organizational units, accounts, programmes, projects or any other activities associated with budget lines. The built-in integration of the accounting and the budget functions in IMIS greatly facilitates the generation of up-to-date reports that show the actual spending of allotted amounts in comparison to budgeted amounts. In addition, reports can be generated that show the efficiency of various activities;

(n) Electronic assessment letter processing: IMIS will provide for automated processing of the letters to Member States regarding assessments and for the automatic update of accounts when payments are made. Through IMIS, assessment account balances are monitored and the relevant data items automatically transferred into the assessment letter. This design will eliminate the need for manual calculation of contributions balances and production of assessment letters;

(o) Flexible costing: IMIS will contain standard salary costs, conference costs and travel costs which individuals may use for pricing purposes. Additionally, IMIS allows for users to add local cost tables to support unique requirements. For subsequent use, these specific entries can be saved as part of the costing functions. These features enable local duty stations to provide more rigorous budget justification.

D. Benefits in general services

30. In the general services area, the growing operational demands placed on the Secretariat have an enormous impact on the United Nations ability to maintain a high degree of operational readiness and capability to mount new peace-keeping operations and other missions. IMIS will be highly effective in integrating and standardizing data and text-processing capabilities in the areas of procurement, inventory and travel-related operations that are not currently supported by integrated computerized systems. Specifically, IMIS will provide the following benefits:

(a) Elimination of duplicate procurement data entry: Through the IMIS integrated data base, purchasing requests will be entered once and will flow through the prerequisition, requisition, purchasing and receipt processes without re-entry or transcription of data. This will not only save data entry resources but will also ensure a greater degree of data integrity since there will be fewer opportunities for data entry errors;

(b) Volume discounts through grouping of purchase orders: Procurement personnel are currently hampered in their ability to determine the types and timing of purchases being made by other offices and therefore have difficulty in gathering the required information to obtain maximum volume discounts through the grouping of purchase orders. IMIS will capture information beginning at the prerequisition stage and will allow a central procurement office to combine and group purchase orders in ways that will both meet substantive office requirements and generate volume discount savings;

(c) Elimination of manual pre-encumbrance ledgers: Currently, allotment accounts are not updated frequently enough to satisfy the information needs of the procurement staff or of the administrators initiating the procurement requests, nor do they have the facility to show potential future commitments in the form of pre-encumbrances. Therefore, many offices are maintaining their own ledgers either manually or on microcomputer. On-line updating of accounts will eliminate the need to maintain these ledgers outside IMIS;

(d) On-line tracking of requisition status: There can often be long delays between the requisition of material and delivery. As a result, it is very easy to lose track of a requisition. The IMIS tracking system can be used to monitor a requisition or purchase order throughout its life-cycle until delivery;

(e) Improved accuracy of annual purchasing plan: Currently, procurement personnel often overobligate funds to ensure that sufficient funds are available when the invoice arrives. This results in inaccurate information relating to available funds and inefficient use of financial resources. On-line editing of sufficient funds and updated account information will permit more flexible purchase planning and lead to improved utilization of funds;

(f) Statistical summary of United Nations purchases by Member State: From time to time, legislative bodies request reports summarizing United Nations purchases by country of origin. Currently, gathering these data is a

time-consuming process and there is the possibility of inaccuracies. The automated IMIS procurement system will capture Member State vendor information and will enable this and similar reports to be produced automatically in response to a simple inquiry;

(g) Reduced procurement, travel and transport transaction cycle times: Procurement, travel and transport transaction cycles require a great deal of manual processing at present. IMIS will shorten these cycles by automating manual processes where possible. IMIS will also help to shorten cycles by providing information to allow for faster management decisions;

(h) On-line travel information: An important United Nations goal is to provide administrative support for an increasing work-load arising from General Assembly mandates. The IMIS on-line travel information feature will reduce the amount of time staff must spend in planning their itineraries. It will also assist in determining the lowest fares for the particular journey;

(i) Improved property management and control: The United Nations will gain the ability to track valuable and reusable items. IMIS will track all inventory items and give management the ability to reduce overspending on capital items by locating and sharing these resources among offices.

IV. CONCLUSION

31. The goals of the reform process mandated by the General Assembly include greater control over the United Nations administrative budget while increasing the quality of services provided. The Secretary-General, in proposing IMIS, has addressed these objectives. In particular, he has stated that IMIS will provide management with a comprehensive, timely and accurate view of United Nations assets and liabilities and give the Organization the capacity to handle an increasing work-load while containing costs, simplifying procedures, improving information flow, reducing delays through improved delegation of authority, and achieving a greater level of accountability.

32. The extensive list of benefits that the United Nations expects to derive from the implementation of IMIS addresses a number of specific recommendations by the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations 1/ endorsed by the General Assembly in its resolution 42/211. The timely and accurate information on staff and on posts will facilitate the implementation of a number of recommendations relating to personnel (recommendations 46-49). It will provide for the implementation of recommendation 42 on the need for clear and transparent rules. IMIS will undoubtedly bring a large measure of coherence in the administration of staff rules since the entitlements will be accessible on line to all those with authority to process personnel actions. Most of all, the need to increase efficiency and achieve cost-effectiveness of administrative services and to avoid duplication of work as mandated in recommendation 30 is being addressed in the design of IMIS as described above.

33. It should be noted that large, one-time savings are not typically generated when an organization automates or electronically integrates its administrative functions. Generally, these benefits lie unrealized in the form of unused capacity until the organization's administrative demands increase over time. Therefore, the benefits of IMIS will be realized by the United Nations over the lifetime of IMIS in the form of postponed appointments or eliminated staffing needs as the demand for administrative services grows.

34. The benefits of IMIS described in the present report can and undoubtedly will be achieved. As indicated in section II, the project must first go through a number of stages in the time-frame for the first phase approved by the General Assembly, i.e. three and a half years. It is therefore expected that the system will become operational in 1993.

Notes

1/ Official Records of the General Assembly, Forty-first Session, Supplement No. 49 (A/41/49).

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PROGRAMME BUDGET FOR THE BIENNIUM 1990-1991

Conditions of service and compensation for officials other than Secretariat officials

Full-time members of the International Civil Service Commission and the Chairman of the Advisory Committee on Administrative and Budgetary Questions

Report of the Secretary-General

INTRODUCTION

1. In paragraph 3 of its resolution 40/256 of 18 December 1985, the General Assembly decided that the compensation and other conditions of service of the full-time members of the International Civil Service Commission (ICSC) and of the Chairman of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) should next be reviewed at the forty-fifth session of the General Assembly. The present report is submitted pursuant to that decision.

2. In order to facilitate consideration of the various issues regarding the compensation and conditions of service of the two full-time members of ICSC and the Chairman of ACABQ, the present report has been divided into seven sections, as follows: remuneration, other conditions of service, post-retirement benefits, review of the level of compensation, review of other conditions of service, financial implications and the next comprehensive review.

I. REMUNERATION: BACKGROUND INFORMATION

A. Chairman of ACABQ

3. From 1948 to 1957, the Chairman of ACABQ received a special allowance of $50 a day while engaged in the work of the Committee and not in the service of his Government or any other body. On the basis of a comprehensive review of honoraria and special allowances, the General Assembly, at its twelfth session, in 1957, 1/ decided that the Chairman of ACABQ should receive an annual net lump-sum honorarium of $5,000, plus a subsistence allowance at the rate applicable to senior Secretariat officials, during sessions of the Committee not held at Headquarters.

4. The General Assembly increased the honorarium to $25,000 as from 1 January 1972, 2/ in recognition of the substantially increased responsibilities entrusted to the Chairman of ACABQ and of the time needed to discharge them, which had made it impossible for him to be concurrently engaged in other activities on behalf of his Government or any other body.

5. In section VI of resolution 32/212 of 21 December 1977, the General Assembly increased the total compensation to $50,000, effective 1 January 1978, making it equivalent to the amount of compensation and the additional allowance received by the Chairman of ICSC. The same level of compensation for the two Chairmen has been maintained since that time. Accordingly, as was the case for the Chairman of ICSC, the compensation of the Chairman of ACABQ was increased to $55,000, effective 1 January 1979. 3/ At its thirty-fourth session, the Assembly, in section XIII of resolution 34/233 of 20 December 1979, approved an annual compensation of $59,000 effective 1 January 1980. In paragraph 1 of resolution 35/221 of 17 December 1980, the Assembly approved an annual compensation of $67,000 as from 1 January 1981. In resolution 40/256 of 18 December 1985, the Assembly decided to maintain the annual compensation of the Chairman of ACABQ at $82,056. As a result of the interim adjustment procedure described in paragraph 13 below, the annual compensation of the Chairman of ACABQ was increased to $87,979 effective 1 January 1987, to $92,198 effective 1 January 1988 and to $101,418 effective 1 January 1990. The Chairman of ACABQ also receives an additional allowance in the amount of $5,000 per annum.

B. Chairman and Vice-Chairman of ICSC

6. Article 19 of the statute of ICSC, which was approved by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974, provides that "the conditions of service of the Chairman and the Vice-Chairman of the Commission shall be determined by the General Assembly". In his first report (A/9147) to the Assembly at its twenty-eighth session in 1973, in which he had included a draft statute for the Commission, the Secretary-General indicated that the purpose of the article was "to set apart the salary and allowances to be paid to the full-time members of the Commission from those of the staff of the organizations which the Commission will be required to review, advise or determine". In its comments on the draft statute, the International Civil Service Advisory Board (ICSAB) endorsed that provision "for the sake of general confidence in their [the full-time Commissioners'] freedom from bias", and stated that "the remuneration and status of the Chairman should be such as to permit him to speak on equal terms with executive heads". The Board added,

however, that "this should not be taken as a recommendation of parity". With those observations in mind, the Secretary-General recommended, at that time, that the remuneration of the Chairman and the other full-time members (two were proposed in the original version of the draft statute) "should be set at a level not less than that of an Assistant Secretary-General".

7. In its related report (A/9891) to the General Assembly at its twenty-ninth session, ACABQ made the following obervations:

> "The essential consideration is to ensure that the full-time commissioners are seen to be independent of the top echelon of the Secretariat. To that end, they should have conditions of service distinct from those of the Secretariat.
>
> "The remuneration of the full-time commissioners should be set by the General Assembly outside the common system, so that they should not be personally affected by the recommendation they would be called upon to make in exercise of their functions [and] it should take the form of an honorarium appropriate to the complexity and importance of the tasks they will perform under the Commission's statute."

8. On that basis, ACABQ recommended that (a) the amount be set initially at $45,000 net a year; (b) the Chairman of the Commission should also receive an allowance of $5,000 net a year in recognition of his added responsibilities; (c) the honoraria should not be liable to staff assessment; and (d) since post adjustment would not apply to the honoraria, the latter should be reviewed by the General Assembly at appropriate intervals. In its resolution 3357 (XXIX), the Assembly approved the recommendations of ACABQ.

9. The honoraria (later redesignated as annual compensation) established for the Chairman and Vice-Chairman of ICSC were marginally lower than the net remuneration at that time for the two senior Secretariat levels in New York (as of 1 January 1975, $50,000 and $45,000 compared with $50,768 and $45,928 for an Under-Secretary-General and an Assistant Secretary-General, respectively). By the time the first Chairman of the Commission assumed his duties on 1 April 1975, the honorarium plus the additional allowances were approximately equivalent to the amount corresponding to the mid-point between the net remuneration (net base salary, post adjustment at dependency rate, spouse allowance and representation allowance) of Under-Secretaries-General ($52,217) and Assistant Secretaries-General ($47,257) in New York.

10. In his report to the General Assembly at its thirty-third session (A/C.5/33/41), the Secretary-General reviewed the compensation and other conditions of service of full-time officials other than staff members and presented comprehensive data on the emoluments of the two full-time commissioners and those of officials at the Assistant Secretary-General and Under-Secretary-General levels. He noted that, unlike the situation for staff members, "no distinction is currently made in the direct monetary payments to the full-time members of ICSC according to their dependency status". The Secretary-General made no specific recommendation other than to note that the information and data contained in the

report provided all the elements needed for the Assembly to arrive at a judgement on the appropriate compensation for the Chairman and Vice-Chairman of ICSC.

11. In its report, 4/ ACABQ recommended that "the honorarium of the Chairman and Vice-Chairman of ICSC be set at $55,000 net a year as from 1 January 1979 and that the Chairman continue to receive an allowance of $5,000 in recognition of his added responsibilities". The Committee did not recommend the introduction of different levels of compensation according to the dependency status of the Commissioners. In section VIII, paragraph 4, of resolution 33/116 B of 21 December 1978, the General Assembly approved the recommendation of ACABQ.

12. At its thirty-fourth session in 1979, the General Assembly, in section XIII of resolution 34/233, approved as an interim measure, pending a review at its thirty-fifth session, an annual compensation of $59,000 for the two full-time members of ICSC and the Chairman of ACABQ, with an additional allowance of $5,000 for the Chairman of ICSC and the Chairman of ACABQ, effective 1 January 1980. In taking that action, the Assembly recognized the difficulties regarding the timing of adjustments inherent in the procedures set out in section VIII, paragraph 6, of its resolution 33/116 B which called for a review of the compensation of those full-time officials every four years or when the consumer price index (CPI) in the United States had risen by 10 per cent since the last review, whichever came first.

13. In his report to the General Assembly at its thirty-fifth session (A/C.5/35/53), the Secretary-General proposed an automatic interim adjustment procedure based on the movement of the CPI in New York. More specifically, the interim adjustment procedure, which the Assembly adopted in paragraph 3 of its resolution 35/221, provided that, beginning in January 1982, the annual compensation be increased in January of each year by 90 per cent of the New York CPI movement (rounded to the nearest whole number) since the last adjustment, provided the CPI had increased by at least 5 per cent. On that basis, the compensation for the Chairman and Vice-Chairman of ICSC increased from $67,000 to $72,360, effective 1 January 1982, and to $75,978, as from 1 January 1983. By resolution 40/256, the General Assembly decided to maintain the annual compensation of the Chairman and Vice-Chairman at $82,056. As a result of the interim adjustment procedure, the annual compensation of the two full-time members of ICSC increased to $87,979, effective 1 January 1987, to $92,198 effective 1 January 1988 and to $101,418 effective 1 January 1990, with the Chairman of ICSC continuing to receive an additional allowance of $5,000 per year which is not subject to automatic adjustment.

14. In his report to the General Assembly at its thirty-eighth session (A/C.5/38/27), the Secretary-General proposed the introduction of a distinction in the compensation according to dependency status. In this regard, he recommended that the annual compensation for an official without dependants be set at 90 per cent of the level applicable for officials with dependants.

15. In its report, 5/ ACABQ expressed the belief that the definition and application of dependency criteria would introduce an unnecessary complication into the remuneration of the Chairman and Vice-Chairman of ICSC and therefore recommended that they continue to be compensated without distinction as to

dependency status. The General Assembly, by resolution 40/256, concurred with the ACABQ recommendation.

II. OTHER CONDITIONS OF SERVICE

A. Chairman of ACABQ

16. Although, as described in paragraphs 3 to 5 above, significant changes have taken place since 1948 in the nature and the amount of the compensation received by the Chairman of ACABQ, the other conditions of service continue to be limited to the following, as summarized in the Secretary-General's report to the General Assembly at its thirty-third session (A/C.5/33/41):

(a) Coverage for illness, injury or death attributable to service with the United Nations under the provisions of the compensation plan initially authorized by the General Assembly in its resolution 458 (V) and the rules promulgated by the Secretary-General governing such compensation, the latest revision (ST/SGB/103/Rev.1) of which was subsequently approved by the Assembly in its resolution 34/233;

(b) Subsistence allowance when conducting ACABQ business away from Headquarters;

(c) In the absence of any written requirement that the Chairman reside in New York, the same travel entitlements as apply to the other members of ACABQ.

17. In reviewing the above conditions of service, ACABQ concluded that they need not be altered at that stage. 4/ That position was endorsed by the General Assembly in its resolution 33/116 B.

18. In his report to the General Assembly at its thirty-eighth session (A/C.5/38/27), the Secretary-General expressed the view that the Organization should extend to the Chairman of ACABQ a grant to help meet part of the additional cost of education arising from his expatriate status. He further suggested that the amount of the reimbursement per child might be subject to a ceiling of $4,500 per school year and that it would also seem appropriate to provide for one related travel per year from the place of scholastic attendance outside the country of the duty station to the duty station.

19. In paragraph 2 of its resolution 40/256, the General Assembly approved the education grant for the Chairman of ACABQ as recommended by the Committee in its report. 5/

B. Chairman and Vice-Chairman of ICSC

20. Since the General Assembly in 1974 had confined its action to establishing the amount of annual compensation (then called honorarium), it was necessary for the Secretary-General to determine appropriate arrangements regarding the other conditions of service to be extended to the Chairman and Vice-Chairman of ICSC. That was done in letters from the Secretary-General to those officials upon assumption of their duties in which it was specified that as regards their conditions of employment "your status will be assimilated to that of the highest ranking officers of the United Nations Secretariat", i.e., Under-Secretaries-General and Assistant Secretaries-General. The Secretary-General informed the Assembly, on the occasion of the first comprehensive review of these officials in 1978 (A/C.5/33/41), that in actual implementation the assimilation had included extending the following entitlements to the two members of the Commission in respect of themselves and their dependants by reference to the relevant provisions of the Staff Rules:

(a) Travel expenses on appointment;

(b) Removal of household goods and effects;

(c) Entitlements for travel on official business (subsistence and travel costs);

(d) Home leave (once every two years);

(e) Annual leave (six weeks a year);

(f) Sick leave;

(g) Coverage for service-incurred death, injury or illness under appendix D of the Staff Rules;

(h) Inclusion under the Headquarters medical insurance scheme but without a subsidy.

The Secretary-General stated that those arrangements were based on considerations that the Chairman and Vice-Chairman were appointed for four years and were required by the statute of the Commission to serve full-time in New York.

21. In its comments on the Secretary-General's report, ACABQ stated 4/ that the assimilation in the letters of appointment of the status of the two officials to that of the highest ranking officers of the Secretariat was inconsistent with the view previously expressed by the Committee, which is quoted in paragraph 7 above. ACABQ therefore recommended that the formulation used in the letters of appointment of the two full-time members of the Commission be discontinued.

22. As regards the entitlements themselves, ACABQ stated that:

(a) The entitlement to subsistence and travel costs when travelling on official business derived not from the relevant provisions of the Staff Rules but from the relevant provisions of the General Assembly resolutions on the travel of members of commissions, committees and other bodies serving in their individual capacity;

(b) Coverage for service-incurred death, injury or illness should be under the rules governing compensation to members of commissions, committees or similar bodies in the event of death, injury or illness attributable to service with the United Nations and that the Secretary-General should make recommendations for the amendment of the existing rules (revised rules ST/SGB/103/Rev.1, were subsequently approved by the Assembly in its resolution 34/233);

(c) The United Nations should bear the cost of travel to New York for the full-time members of the Commission and their dependants and of the removal of their household goods and effects, when they assume or relinquish their duties;

(d) The full-time members of the Commission should be given the option of joining the Headquarters medical insurance scheme upon payment of the full cost of the premium;

(e) Inasmuch as they were not staff members, it was not appropriate that provisions of the Staff Rules should apply to the entitlement to home leave, annual leave and sick leave of the two members of the Commission. As regards home leave the United Nations should defray the travel costs for a specified number of occasions during a four-year term of office, leaving the periodicity of the travel to the discretion of the members of the Commission themselves.

23. The Secretary-General informed the General Assembly in his 1978 report (A/C.5/33/41) that, in the light of the policy to distinguish the salary and allowances of the two members of the Commission from those of the staff, the following allowances and grants applicable to internationally recruited staff had not been extended to the Chairman and Vice-Chairman of the Commission:

(a) Dependency allowance;

(b) Education grant and travel;

(c) Installation grant;

(d) Repatriation grant;

(e) Commutation of accrued annual leave upon separation.

24. ACABQ was of the opinion that it would not be appropriate, as a matter of principle, for the full-time members of the Commission to receive the various grants and allowances that reflected the needs of recruitment and retention of a career international civil service. It indicated that while it would be possible to devise a special system of grants and allowances for them, it doubted the appropriateness of devising such a system for two persons, particularly as it would

be impossible to prevent comparisons between such a special system and the corresponding grants and allowances under the United Nations common system. For those reasons, the Committee recommended that the allowances listed in paragraph 23 above should not be extended to the full-time members of the Commission.

25. In paragraph 5 of section VIII of resolution 33/116 B, the General Assembly approved the other conditions of service for the two full-time members of the Commission as recommended by ACABQ.

26. In section XIV of resolution 37/237 of 21 December 1982, the General Assembly took note of the view expressed by Member States on the question of an education grant for certain full-time officials other than members of the Secretariat and decided to consider the question at its thirty-eighth session on the basis of a report by the Secretary-General "as part of an overall review of compensation and other conditions of service of the full-time officials".

27. As stated in paragraph 18 above, the Secretary-General expressed the view, in his report to the General Assembly at its thirty-eighth session (A/C.5/38/27) that the Organization should extend to the three officials a grant to help meet part of the additional cost of education arising from their expatriate status. Believing that it was desirable to avoid a complicated arrangement that would apply only to a few officials, the Secretary-General suggested that the officials be reimbursed for the actual cost of educating their children in respect of each child up to the award of the first recognized degree. He further suggested that the amount of the reimbursement per child might be subject to a ceiling of $4,500 per school year and that it would also seem appropriate to provide for one related travel per year from the place of scholastic attendance outside the country of the duty station to the duty station.

28. In paragraph 2 of its resolution 40/256, the General Assembly approved the education grant for the three officials as recommended by ACABQ in its report. 5/

III. POST-RETIREMENT BENEFITS

29. In 1978, when the question of post-retirement benefits was discussed, ACABQ had taken the position in its report 4/ that "it would not be appropriate to grant the full-time members of the Commission any post retirement benefits or repatriation grant. In the view of ACABQ, the General Assembly did not intend that the full-time members of the Commission be dependent on the United Nations after they had left the Commission.

30. However, as a result of action taken by the General Assembly in resolution 37/131 of 17 December 1982, the Chairman of ACABQ and Chairman and Vice-Chairman of ICSC became participants in the United Nations Joint Staff Pension Fund (UNJSPF) under supplementary article B of the Fund Regulations, with effect from 1 January 1983. The pensionable remuneration of the three officials was set at $120,000 per year and was to be subject to adjustment on the same dates and by the same percentage amounts as applicable to staff in the Professional and higher categories under article 54 of the Pension Fund Regulations.

31. In the light of the recommendation made by ICSC and approved by the General Assembly in section II of resolution 39/246 of 18 December 1984 vis-à-vis the new methodology for determining the pensionable remuneration of staff in the Professional and higher categories, which no longer called for a direct link between the pensionable and gross salaries, the pensionable remuneration of the two full-time members of the Commission and the Chairman of ACABQ has remained unchanged at $120,000 per annum since 1983.

IV. REVIEW OF THE LEVEL OF COMPENSATION

32. In the last three reviews conducted in 1978, 1980 and 1983, to which references were made above, tables were provided, comparing the evolution of the compensation of the three officials with those of senior Secretariat officials in New York since the last revision. As mentioned in paragraph 10 above, no differentiation is currently made in the compensation of the three officials according to their dependency status. The table below compares the level of their compensation with those of senior Secretariat officials for the period January 1983 to January 1991. The remuneration of the latter, which varies according to their dependency status, consists of net base salary, post adjustment and representation allowance ($4,000 for Under-Secretaries-General and $3,000 for Assistant Secretaries-General).

Evolution of the annual compensation of the Chairman of ACABQ and the Chairman and Vice-Chairman of ICSC and of the senior Secretariat officials in New York

(In United States dollars)

	Chairman of ACABQ and ICSC a/	Vice-Chairman of ICSC	Assistant Secretary-General With dependant	Assistant Secretary-General Without dependant	Under-Secretary-General With dependant	Under-Secretary-General Without dependant
January 1983	80 978	75 978	73 530	67 252	80 878	73 790
January 1984	80 978	75 978	76 447	69 908	84 057	76 674
January 1985	87 056	82 056	83 202	75 972	91 419	82 966
January 1986	87 056	82 056	83 202	75 972	91 419	82 966
January 1987	91 979	86 979	83 202	75 972	91 419	82 966
January 1988	97 198	92 198	83 202	75 993	91 419	82 961
January 1989	97 198	92 198	89 063	75 997	97 805	82 947
January 1990	106 418	101 418	92 970	84 884	102 061	92 562
January 1991 (projected) b/	112 500 c/	107 500 c/	106 850 d/	96 752 d/	117 228 d/	105 145 d/
Percentage increase e/	38.9	41.5	45.3	43.9	44.9	42.5

a/ Includes special allowance of $5,000.

b/ Projection does not reflect proposals contained in paragraphs 35 and 39 below.

c/ Under the adjustment procedure described in paragraph 13 of the present report, the annual compensation of the three officials would be increased on 1 January 1991 by 90 per cent of the cost-of-living movement over the past year, should that movement be of a magnitude of 5 per cent or more. Given the present rate of inflation in New York, a movement of 5.7 per cent was already reached by October 1990: this figure may need to be updated to reflect the full cost-of-living movement for the year ending November 1990. The annual compensation of the two full-time members of the Commission and that of the Chairman of the Advisory Committee will increase in January 1991 under the existing adjustment procedure: consequently, this figure may be adjusted further depending on the cost-of-living movement for New York in the month of November 1990.

d/ Increase due to action taken by General Assembly in resolution 44/198 of 21 December 1989 which entered into effect 1 July 1990. Figures reflect class of post adjustment which came into effect for New York in November 1990.

e/ The larger percentage increases shown for the Vice-Chairman of ICSC over those for the two Chairmen and for the Assistant Secretaries-General over the Under-Secretaries-General are due to the fact that the additional allowance for the two Chairmen ($5,000) and the representation allowance of the Under-Secretaries-General and Assistant Secretaries-General ($4,000 and $3,000, respectively) have remained unchanged over the period covered.

33. As can be seen from the above table, the interim adjustment procedure adopted by the General Assembly in resolution 35/221 has kept the basic compensation of the three officials at roughly the same relationship to the net remuneration of officials at the Under-Secretary-General and Assistant Secretary-General levels as existed in 1975 when ICSC was established (the extent of the differences varying according to the dates of comparison because of the different adjustment mechanisms in effect).

34. The Secretary-General notes that pursuant to General Assembly resolution 44/198 of 21 December 1989, staff in the Professional and higher categories received an increase in salary of approximately 5 per cent effective 1 July 1990; the emoluments of senior officials were adjusted, by extrapolation, by a comparable percentage. The Secretary-General also notes that staff of the Senior Executive Service of the comparator civil service are scheduled to receive an increase in emoluments exceeding 20 per cent as at 1 January 1991; again, it is anticipated that consequential adjustment may be necessary in the emoluments of senior officials of the United Nations.

35. In the light of the aforementioned, the Secretary-General is of the view that it would not be unreasonable for the annual compensation of the three officials to be adjusted upwards by approximately 5 per cent effective 1 January 1991. The amount resulting from the upward adjustment of approximately 5 per cent would yield an annual compensation of $112,875.

36. In his report to the General Assembly at its thirty-eighth session (A/C.5/38/27), the Secretary-General proposed that the special allowance of $5,000 payable to the two Chairmen in recognition of their added responsibilities be revised to $8,000. The suggestion was made on the basis that the allowance had remained fixed since 1975 and that from time to time some adjustments of the special allowance should be made. The Secretary-General also suggested that consideration might be given to providing some form of additional compensation to the Vice-Chairman, in the light of his responsibilities. A special allowance of $2,000 per year was considered a reasonable amount.

37. In its report 5/ ACABQ recommended raising the special allowance payable to the Chairman of ICSC from $5,000 to $8,000 per year. As regards the introduction of a special allowance of $2,000 to the Vice-Chairman of ICSC, ACABQ was not convinced of the need for such an allowance as it would establish a precedent and accordingly did not recommend approval of this allowance.

38. The General Assembly, in its resolution 40/256, decided to maintain the special allowance of $5,000 for the Chairman of ICSC and the Chairman of ACABQ.

39. As indicated in paragraph 36 above, the special allowance of $5,000 payable to the two Chairmen had remained fixed since 1975, i.e., 15 years ago. Bearing in mind that adjustments to the special allowance should be made from time to time, the Secretary-General would deem it reasonable to increase the allowance to $8,000. This would bring the total remuneration of each of the two Chairmen to $120,875.

V. REVIEW OF OTHER CONDITIONS OF SERVICE

40. As indicated above in paragraph 30, the pensionable remuneration of $120,000 introduced for the three officials upon their entry into UNJSPF on 1 January 1983 was also based on the amounts applicable to the two senior Secretariat levels. The pensionable remuneration amounts applicable in January 1983 were $132,858 and $117,891 for an Under-Secretary-General and an Assistant Secretary-General, respectively. The pensionable remuneration currently applicable to an Under-Secretary-General and an Assistant Secretary-General are $130,560 and $120,800, respectively. The Secretary-General believes that the amount of pensionable remuneration for the three officials should remain unchanged at this time.

41. In the report submitted to the General Assembly at its thirty-eighth session (A/C.5/38/27), it was noted that:

> "After careful review of the developments over the years, it seems obvious that the basic principles enunciated in the past should continue to apply, namely, that the compensation and other conditions of service of the full-time officials other than staff members should continue to be set by the General Assembly and that there should be no direct or automatic link to the salary system applicable to staff of the United Nations common system. At the same time, it is useful to recall the views expressed by the Secretary-General in the comprehensive study undertaken in 1976 on the criteria to be applied to determine the emoluments of the members of the International Court of Justice, namely, that 'the United Nations system forms, in a sense, a structure within which the interrelationship between the top posts has probably more importance than comparison with positions outside the United Nations'. It is for this reason that the long-standing practice has been to take into account the level of remuneration of senior Secretariat officials in determining the appropriate remuneration for members of organs or subsidiary organs of the United Nations appointed by the United Nations to serve in their individual capacity on a full-time basis."

42. With the aforementioned considerations in mind, it was suggested that there was a case for extending to the full-time officials certain provisions generally recognized as appropriate and justifiable, especially as regards persons who serve outside their respective countries. In determining these provisions, special attention should be given to the costs and liabilities in respect of:

(a) Installation at the duty station;

(b) Compensation to survivors in the event of death during service.

43. With respect to paragraph 42 (a) above, it was suggested and ACABQ agreed 5/ that the Organization should help defray part of the cost incurred when the full-time official assumes his or her function at the duty station, provided that the individual has not previously resided there while working in another capacity. It was thus proposed to apply installation grant provisions (which involve the

payment of the daily subsistence allowance for a specific number of days) to the full-time officials. In this context, it was also noted that such an installation allowance would not be payable in the case of the current incumbents and would apply to their successors only if they were not residing at the duty station at the time of their appointment.

44. In respect of paragraph 42 (b) above, it was suggested and ACABQ agreed 5/ that it would be desirable to provide some compensation to the survivors in the event of death of full-time officials other than staff members during their service. In this regard it was proposed to pay a lump-sum equivalent to one month of the annual compensation of the official per year of service, subject to a minimum of three months and a maximum of nine months.

45. With regard to the aforementioned, the General Assembly did not take any action thereon at its fortieth session. The Secretary-General believes that it is desirable to resubmit these suggestions in the context of the current comprehensive review.

46. As noted in paragraphs 18, 19, 27 and 28 above, the Secretary-General suggested in his report to the General Assembly at its thirty-eighth session (A/C.5/38/27), that the three officials should be reimbursed for the actual cost of educating their children in respect of each child up to the award of the first recognized degree. The amount of the reimbursement per child per school year was supposed to be subject to a ceiling of $4,500, the equivalent of the limit applicable to staff in the Professional and higher categories at that time (75 per cent of $6,000).

47. In its resolution 43/226, of 21 December 1988, the General Assembly, decided to increase the education grant for staff in the Professional and higher categories, up to a maximum per child per school year of $6,750 (75 per cent of $9,000). For disabled children, the grant was increased to $9,000. In the light of this decision, the Secretary-General suggests that the amount of reimbursement for costs of education applicable to the three officials be increased in line with General Assembly resolution 43/226, subject to the same ceiling (i.e., $6,750), and extending the provisions regarding disabled children to the three officials. The Secretary-General also suggests that provision continue to be made for one related travel per year from the place of scholastic attendance when outside the country of the duty station.

48. The Secretary-General notes that the level of the education grant is now reviewed every two years by ICSC. Such a review is taking place in 1990. Any increase decided by the General Assembly in the level of the grant or changes in the provisions regarding disabled children should be extended to the three officials.

49. With regard to the question of a rental subsidy applicable to the full-time officials, it is recalled that ICSC, at its thirty-second session, in the context of its comprehensive review of the conditions of service of staff in the Professional and higher categories, decided to recommend special provisions relating to the rental subsidy system for Assistant Secretaries-General and

Under-Secretaries General and equivalent level officials. The maximum amount of rental subisdy paid to these officials will equal 75 per cent of the threshold for the individual official concerned. Should these provisions be endorsed by the General Assembly at its current session, the Secretary-General recommends the same provisions be extended to the full-time officials.

VI. FINANCIAL IMPLICATIONS

50. In summary, should the General Assembly approve the suggestions outlined in paragraphs 35, 39, 40, 47 and 49 above, it is estimated that additional requirements of $88,125 would arise in 1991 as follows:

(In United States dollars)

	ICSC Chairman	ICSC Vice-Chairman	ACABQ Chairman	Total
1. Annual compensation: 5 per cent increase over $107,500 - para. 35	5 375	5 375	5 375	16 125
2. Special allowance: increase from $5,000 to $8,000 - para. 39	3 000	N/A	3 000	6 000
3. Increase in pensionable remuneration: none proposed - para. 40	-	-	-	-
4. (a) Reimbursement of education costs: difference between proposed rate ($6,750) and past rate ($4,500) x number of children a/	N/A	N/A	N/A	N/A
(b) Related travel costs: para. 47 a/	N/A	N/A	N/A	N/A
5. Rental subsidy: Salary x threshold (26%) x 75% - para. 49	22 000	22 000	22 000	66 000
Total financial implications:	30 375	27 375	30 375	88 125
Distributed as follows:				
Section 1 of the programme budget			30 375	
Section 28H1 of the programme budget		57 750		

a/ No financial implication is estimated at this time as entitlement does not apply in the case of the present incumbents.

51. Accordingly, should the General Assembly approve the suggestions outlined in the present report, additional appropriations of $88,125 would be required under the programme budget for the biennium 1990-1991, $30,375 under section 1 and $57,750 under section 28.

52. Under the new budget process established by the General Assembly in its resolution 41/213 of 19 December 1986, additional expenditures proposed over and above those in the proposed programme budget should be accommodated within a contingency fund, set at $15 million for the biennium 1990-1991 by General Assembly resolution 43/214 of 21 December 1988. Paragraph 11 of annex I to General Assembly resolution 41/213, however, provides, that revised estimates "arising from the impact of extraordinary expenses, including those relating to the maintenance of peace and security, as well as fluctuations in rates of exchange and inflation, shall not be covered by the contingency fund and shall continue to be treated in accordance with established procedures and under the relevant provisions of the Financial Regulations and Rules". It is the Secretary-General's view that, should the Assembly approve the suggestions contained in the present report, the additional requirements that would arise clearly relate to inflation and should thus be treated outside the procedure related to the contingency fund.

VII. NEXT COMPREHENSIVE REVIEW

53. In accordance with the decisions taken by the General Assembly in paragraph 2 of resolution 35/221 in respect of the periodic review of the compensation and other conditions of service of the Chairman of ACABQ and the full-time members of ICSC, the next comprehensive review by the Assembly will be undertaken at its fiftieth session in 1995.

Notes

1/ Official Records of the General Assembly, Twelfth Session, Supplement No. 18 (A/3805), p. 49 (item 41); and ibid., Twelfth Session, Annexes, agenda item 41, document A/3766, para. 6.

2/ See General Assembly resolution 2889 (XXVI) of 22 December 1971.

3/ See sect. VII, para. 4 of General Assembly resolution 33/116 B of 21 December 1978.

4/ Official Records of the General Assembly, Thirty-third Session, Supplement No. 7 (A/33/7 and Add.1-39), document A/33/7/Add.19.

5/ Ibid., Thirty-ninth Session, Supplement No. 7 (A/39/7 and Add.1-16), document A/39/7/Add.1.